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ANALYSIS OF EMPLOYEE PERFORMANCE WITH THE ROLE OF ORGANIZATIONAL COMMITMENT AS A MODERATION VARIABLE IN AMUSEMENT PARK TOURISM COMPANIES IN THE CITY OF SURABAYA

Muhammad Taufiqurrahman[1*], Tri Kartika Pertiwi[2], Dhani Ichsanuddin Nur[3]
Faculty of Economic and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur, Surabaya, Indonesia[1,2,3]
taufiq031@gmail.com[1], tri.pertiwi.mnj@upnjatim.ac.id[2], dhaniin.ma@upnjatim.ac.id[3]

ABSTRACT

The research aims to understand the impact of work discipline and competence in part on the performance of employees as well as the influence of working disciplines and competences on Employee Performance with organizational commitment as a variable of moderation. This case study was conducted on one of the tourism companies that moved in the area of amusement parks in the city of Surabaya. The sample in this study consisted of 103 permanent employees with saturated/sensus sampling techniques. The type of data used is quantitative data. Primary data collection techniques use questionnaires distributed to permanent employees and secondary data of permanent employees from the entertainment park tourism company in the city of Surabaya. This study uses Smart PLS data analysis. The conclusions of this study showed that in part work discipline and competence contributed to improved Employee Performance, while organizational commitment as moderation could not contribute to the relationship of work disciplines and competencies in improving Employee Performances.

Keywords: *Work Discipline; Competence; Organizational Commitment; Employee Performance*

INTRODUCTION

Human resource management cannot be separated from the employee factor which is expected to work as well as possible to achieve organizational goals. Employees are the main asset of the organization and have a strategic role in the organization. To be able to survive in increasingly competitive conditions, companies currently need quality human resources and have high Employee Performance. This is because human resources are one of the determining factors for the success of a company. In producing goods or services efficiently, it takes human resources who are trained, experienced and competent in every activity they carry out. The more trained and competent in production activities every day will produce products or services that meet standards and can satisfy consumers of course. According to Widodo (Widodo, 2017, p. 6), training is a process of improving systematically and in accordance with employee needs by improving skills, knowledge and understanding and self-motivation. So that every employee of a company or organization can produce products or services that can satisfy customers and improve Employee Performance. The effect of competence on Employee Performance from several studies has positive and significant results according to research by (Hermawan, 2022; Riduawan & Kuncoro, 2019). Different results are shown through the results of research by Maizar (2017) and Emi Muniarsih and Ketut Sudarma (2016), which state through their research that competence on Employee Performance has a positive but insignificant effect.

Organizational commitment also has an important position in a company to ensure that the company gets the maximum value of employee productivity. Based on the book Middle Range Theory in HR Management Science (Wulandari, 2021) organizational commitment is a reason that explains why employees are willing to commit themselves to certain actions, which are difficult to explain why. Employees with feelings of compatibility with fellow employees build strong ties with their group. Employees with a common identity collectively show more affective ties. Employees' interest in the organization, identifying with the organization's goals. Organizational commitment is defined as an attitude that reflects employee loyalty to the organization and the ongoing process by which organizational members express their concern for the organization and its continued success and progress (Kaswan, 2012). According to (Cahyani

et al., 2019; Nurandini, 2014; Rizal et al., 2018) stated in their research that organizational commitment has a positive and significant effect on Employee Performance.

According to the book (Fauzi & Hidayat, 2020) performance or performance is the achievement obtained by an employee every time he finishes doing his job, where he can use knowledge, for competency-based workers, his performance is assessed in terms of attitude, skills and abilities in carrying out each task. Employee Performance according to (Tristina & Widagdo, 2019, p. 33) is the result of the work or activities of an employee in quality, quantity and timeliness in an organization to achieve goals in carrying out the tasks and work assigned to him. Every employee in addition to being required to have knowledge, skills and abilities, must also have experience, motivation, commitment and work discipline in order to achieve maximum Employee Performance. So that if the company's Employee Performance is good, the company's performance will also increase which will lead to the achievement of company goals (Amaliyah, 2022).

Surabaya City is the capital of East Java Province which is used as a benchmark for economic development and growth as well as development in the East Java region. Surabaya City has a strategic location and public interest infrastructure that is very supportive in the business world. Business in the field of tourism is one of the fields that is currently also experiencing very intense business competition, both small, medium and largescale businesses. In order for a company to survive and thrive in this fierce competitive situation, according to researchers, companies need strategies in dealing with business competition, improving human resource management, and optimizing marketing.

The phenomenon that occurs in one of the amusement park tourism companies in Surabaya City based on pre-research interviews conducted by researchers found that there is still a high rate of employee indiscipline related to being present on time. Table 1 shows the percentage of tardiness of permanent employees of amusement park tourism companies in Surabaya City.

Table 1 Employee Delay Data

Month	Number of Late Employees	Percentage
November 2022	38	17%
December 2022	55	25%
January 2023	43	20%
February 2023	45	21%
March 2023	49	22%
Total	**230**	**105%**
Average	**46**	**21%**

Source : *HRD* amusement park tourism company in Surabaya City,
Data processed 2023.

Based on Table 1, it shows fluctuations in the number of employees who are late every month from 17% to 25%. According to Sri Purnama (2018) work discipline is a management activity to carry out standard procedures that have been set, that every employee must have the awareness to carry out discipline in carrying out their work.

From the explanation above, this study takes the title "Analysis of Employee Performance with the Role of Organizational Commitment as a Moderating Variable at Amusement Park Tourism Companies in Surabaya City".

RESEARCH METHOD

This type of research is quantitative research which is a study of the causal relationship between the independent variable (independent) and the dependent variable (dependent). The data used in this study are primary data and secondary data. Primary data obtained through direct measurement of Work Discipline, Competence, and Organizational Commitment variables on research subjects by distributing questionnaires made using a linkert scale as a measurement.

Meanwhile, secondary data is used to support the research results in the form of permanent employee data at one of the amusement park tourism companies in Surabaya City. This research was conducted at one of the amusement park tourism companies in Surabaya City. The research time required is 6 (six) weeks by considering the willingness of correspondents and research design. The estimated research will start from week 3 (three) in May 2023 to week 1 in July 2023. While the population in this study were permanent employees in one of the amusement park tourism businesses in Surabaya City with a total of 103 permanent employees.

Data Analysis Techniques

The analysis technique in this study uses an inference statistical test approach. Inference statistics itself is part of a statistical method that studies inference techniques as well as explanation and meaning with results displayed openly from existing data (Boediono & Koster, 2004). In this study, existing data is grouped based on variables, types of respondents, and tabulation of existing data to carry out hypotheses according to existing data. In this study, data analysis used SmartPLS (Smart Patrial Least Square) software assistance. In processing using PLS there are two (2) stages of measurement evaluation, the first is the outer model, which can be called a measurement model that will be used in analyzing a model, while the second is the inner model, which can be called a structural model used for the validity and reliability of a model (Hamid & Anwar, 2019).

1. **Uji *Outer Model***

   The measurement model or outer model shows how each indicator block relates to its latent variable. Evaluation of the measurement model through confirmatory factor analysis is to use the MTMM (MultiTrait-MultiMethod) approach by testing convergent and discriminant validity. While the reliability test is carried out in two ways, namely with Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015).

   a. Convergent Validity; Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item score/indicator and the construct score. An individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, in the research stage of scale development, a loading of 0.50 to 0.60 is still acceptable (Ghozali & Latan, 2015).
   b. Discriminant Validity; Discriminant validity of indicators can be seen in the cross loading between indicators and their constructs. If the correlation of the construct with its indicator is higher than the correlation of the indicator with other constructs, it indicates that the latent constructs predict the indicators in their block better than the indicators in other blocks. Another method to assess discriminant validity is to compare the square root of the average variance extracted (√AVE) for each construct with correlation between the construct and other constructs with the model. The model is said to havei *discriminant validity* is quite good if the AVE root for each construct is greater than the correlation between the construct and the other constructs (Fornell & Larcker, 1981 dalam Ghozali, 2011).

      In Ghozali & Latan (2015) describe another test to assess the validity of the construct by looking at the AVE value. The model is said to be good if the AVE of each construct value is greater than 0.50.
   c. Reliability; In addition to the validity test, model measurement is also carried out to test the reliability of a construct. Reliability tests are carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. In PLS-SEM using the SmartPLS 3.0 program, to measure the reliability of a construct with reflexive indicators can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. The construct is declared reliable if the composite reliability or Cronbach alpha value is above 0.70 (Ghozali & Latan, 2015).

2. **Inner *Model Test* (Model Structure)**

   The structural model or inner model shows the relationship or estimation strength between latent variables or constructs based on substantive theory.

a. R-Square; In assessing the structural model, first assess the R-Square for each endogenous latent variable as the predictive power of the structural model. Testing of the structural model is done by looking at the R-square value which is a goodness-fit model test. Changes in the R-Square value can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. R-Square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak (Ghozali & Latan, 2015).
b. Estimate For Path Coefficients; The next test is to see the significance of the influence between variables by looking at the parameter coefficient value and the significance value of T statistics, namely through the bootstrapping method (Ghozali & Latan, 2015).

3. Test the Hypothesis

a. T-test; The t test is a statistical test that is often encountered in statistical practice problems. This test is used to partially test the relationship of the independent variable with the dependent variable (Hasan, 2003). The basis for taking using the first method is as follows:
   1. If the sig value < α 5% then H0 is rejected, meaning that the independent variable has a statistically significant effect at α 5% on the dependent variable.
   2. If the sig value> α 5% then H0 is accepted, meaning that the independent variable has an effect but is not statistically significant at α 5% on the dependent variable.
b. F test; This test is used to test the relationship between the independent variable and the dependent variable together. Can use the first guideline as follows:
   1. If sig. < α 5% then H0 is rejected, which means that the independent variable has a statistically significant effect at α 5% on the dependent variable.
   2. If sig. > α 5% then H0 is accepted which means that the independent variable has an effect but is not statistically significant at α 5% on the dependent variable.

RESULT AND DISCUSSION

Model Analysis Using PLS-SEM

Model analysis in this study uses the PLS-SEM method. Analysis using the PLS-SEM method includes 2 stages, namely the reflective measurement model evaluation stage, and the structural model evaluation stage. Evaluation of the reflective measurement model consists of testing the validity and reliability of research indicators. This evaluation aims to measure the relationship between variables and their constituent indicators, meaning how much the latent variable is able to contain the diversity of data contained in each indicator and how much the relationship between the latent variable and its indicators is related. In this case, there are three aspects that are assessed, namely Convergent Validity, discriminant validity, and composite reliability. Meanwhile, the evaluation of the structural model aims to test the research hypothesis.

Reflective Measurement Model Evaluation

Evaluation of the reflective measurement model is an evaluation of the relationship between variables and their indicators where the depiction is shown by arrows from the construct (ellipse-shaped) to several indicators (box-shaped). This evaluation includes two stages, namely Convergent Validity and discriminant validity tests.

a. Stage 1: Convergent Validity test

Convergent Validity aims to measure the suitability between the indicators of variable measurement results and the theoretical concepts that explain the existence of indicators of these variables. The Convergent Validity test can be evaluated in three stages, namely by looking at outer loadings, composite reliability, and Average Variance Extracted (AVE). Outer loadings is a table containing loading factors to show the amount of correlation between indicators and latent variables. The weakest loading factor that is acceptable for validity is 0.5. Outer loadings output can be obtained from the PLS Algorithm Report SmartPLS. To make it easier to see the outer

loadings of the indicator blocks that measure the construct, the path diagram (Inner Model) is presented in Figure 1 below.

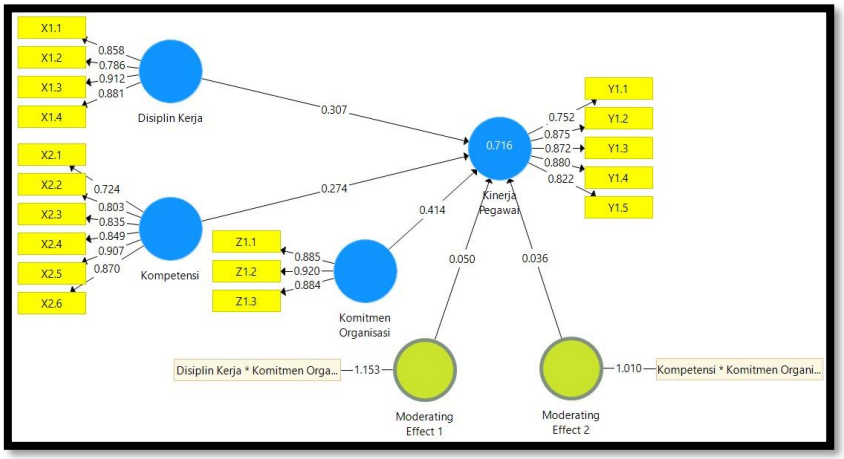

Figure 1 Output diagram jalur (Inner Model)

Source: smart-PLS output (2023).

From Figure 4.9, it can be seen the amount of loading factor estimated from each indicator that measures the construct. The estimation results show that all indicators have met good validity because they have a loading factor of 0.50 and / or more than 0.50. Because the validity test with outer loadings has been fulfilled, the measurement model has the potential to be tested further. Another form of presentation of the outer loadings output of the estimation results is shown in table 2.

Table 2 Outer Loading

Indicator	Work Discipline	Employe Performance	Organizational Commitment	Compensation	Moderation -1 (X1*Z)	Moderation -2 (X2*Z)
(X1*Z)					1.153	
(X2*Z)						1.010
X1.1	0,858					
X1.2	0,786					
X1.3	0,912					
X1.4	0,881					
X2.1				0,724		
X2.2				0,803		
X2.3				0,835		
X2.4				0,849		
X2.5				0,907		
X2.6				0,870		
Y1.1		0,752				
Y1.2		0,875				
Y1.3		0,872				
Y1.4		0,880				
Y1.5		0,822				
Z1.1			0,885			
Z1.2			0,920			
Z1.3			0,884			

Source: smart-PLS output (2023)

The next check of Convergent Validity is reliability. Reliability is defined as the ability of instrument indicators to produce the same value repeatedly (consistency) in each research activity. The level of reliability is measured by the Composite Reliability value, Cronbach Alpha and Average Variance Extracted (AVE) value. The composite reliability and Cronbach alpha values assume that all indicators have unequal assessment weights. The composite reliability and Cronbach alpha values if greater than 0.6 indicate that the construct has reliable reliability. The composite reliability and Cronbach alpha output obtained from the PLS Algorithm Report SmartPLS is presented in table 3 below.

Table 3 Composite Reliability and Cronbach Alpha Test

	Cronbach's Alpha	Composite Reliability
Work Discipline	**0,883**	**0,919**
Employee Performance	**0,896**	**0,924**
Organizational Commitment	**0,878**	**0,925**
Competence	**0,911**	**0,931**

Source: smart-PLS output (2023).

From table 3, the results of the composite reliability and Cronbach Alpha tests show that all constructs are reliable or have acceptable composite reliability and Cronbach Alpha values. This is because the composite reliability and Cronbach Alpha values for each construct are greater than 0.7. Another measurement that is also used to test reliability and validity is Average Variance Extracted (AVE). The AVE value aims to measure the level of variance of a construct component collected from its indicators by adjusting the error rate. Testing with AVE values is more critical than composite reliability. The recommended minimum AVE value is 0.50. The AVE output obtained from the PLS Algorithm Report SmartPLS which is presented in table 4.

Table 4 Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Work Discipline	**0,740**
Employee Performance	**0,709**
Organizational Commitment	**0,804**
Competence	**0,694**

Source: smart-PLS output (2023).

From table 4 the test results with the AVE value show that all constructs have potential validity for further testing. This is because the AVE value on all constructs is greater than 0.50..

b. Stage 2: Discriminant Validity Test

Discriminant validity is the level of differentiation of an indicator in measuring instrument constructs. To test discriminat validity, it can be done by examining cross loading, namely the correlation coefficient of the indicator against its association construct (loading) compared to the correlation coefficient with other constructs (cross loading). The correlation coefficient value of the indicator must be greater against its associated construct than other constructs. This greater value indicates the suitability of an indicator to explain its association construct compared to explaining other constructs. Another discriminant validity test is to compare the correlation between variables with the square root of the AVE ($\sqrt{}$). The measurement model has good discriminant validity if the $\sqrt{AVE}$ of each variable is greater than the correlation between other variables. SmartPLS as a tool for PLS-SEM analysis has included a discriminant validity test. The discriminant validity assessment produced by SmartPLS uses the Fornell-Lacker Criterion and

cross loadings criteria. The following are the results of the cross loadings output obtained from the PLS Algorithm Report SmartPLS presented in table 5.

Table 5 Cross Loading

Indicators	Work Discipline	Employee Performance	Organizational Commitment	Competence	Moderation -1 (X1*Z)	Moderation -2 (X2*Z)
(X1*Z)	0,155	0,171	-0,023	0,244	1.000	0,212
(X2*Z)	0,278	0,203	0,214	-0,071	0,212	1.000
X1.1	0,858	0,657	0,505	0,439		
X1.2	0,786	0,466	0,573	0,264		
X1.3	0,912	0,634	0,448	0,436		
X1.4	0,881	0,608	0,513	0,416		
X2.1	0,296	0,437	0,524	0,724		
X2.2	0,416	0,546	0,348	0,803		
X2.3	0,382	0,484	0,331	0,835		
X2.4	0,383	0,547	0,387	0,849		
X2.5	0,396	0,544	0,459	0,907		
X2.6	0,413	0,633	0,566	0,870		
Y1.1	0,528	0,752	0,834	0,551		
Y1.2	0,627	0,875	0,573	0,580		
Y1.3	0,612	0,872	0,542	0,482		
Y1.4	0,618	0,880	0,517	0,611		
Y1.5	0,532	0,822	0,620	0,468		
Z1.1	0,532	0,587	0,885	0,406		
Z1.2	0,502	0,664	0,920	0,471		
Z1.3	0,538	0,734	0,884	0,521		

Source: smart-PLS output (2023).

The reading of cross loadings in table 5 is by column. It can be seen that indicators X1.1, X1.2, X1.3, and X1.4 have a higher correlation to their associated construct, namely Work Discipline with a correlation coefficient of 0.858, 0.786, 912, and 0.881. The correlation coefficient value of the indicator block has a greater value for its association construct than other constructs.

Indicators Y1.1, Y1.2, Y1.3, Y1.4 and Y1.5, also have a higher correlation with their associated construct, namely Employee Performance. Likewise, the same is the case with other construct indicators which correlate higher with their associated constructs than other constructs, so it can be said to have good discriminant validity.

The next check is to compare the correlation between variables with $\sqrt{AVE}$. The measurement model has good discriminant validity if the $\sqrt{AVE}$ of each variable is greater than the correlation between variables. The $\sqrt{AVE}$ value can be seen from the Fornell-Larcker Criterion SmartPLS output presented in table 6.

Table 6 Fornell-Larcker Criterion

	Work Discipline	Employee Performance	Organizational Commitment	Competence
Work Discipline	0,860			
Employee Performance	0,695	0,842		
Organizational Commitment	0,585	0,744	0,897	

Competence	0,460	0,644	0,525	0,833

Source: smart-PLS output (2023)

The way to read the Fornell-Larcker Criterion table in table 6 is based on the intersection of rows and columns. It can be seen that the $\sqrt{AVE}$ value of the Work Discipline variable is 0.860, while the highest correlation value of the Work Discipline variable with other variables is only 0.695, thus the $\sqrt{AVE}$ of the Work Discipline variable is greater than the correlation of Work Discipline with other variables. Similarly, other variables show $\sqrt{AVE}$ greater than the correlation between variables. So that the requirements for discriminant validity with $\sqrt{AVE}$have been met.

Structural Model Evaluation

Structural model evaluation aims to test the presence or absence of influence between constructs, R Square, and the effect of indirect relationships between constructs. The structural model is evaluated using the p-value to determine the significance of the structural path parameter coefficient and R Square to determine the effect of the independent latent variable on the dependent latent variable whether it has a substantive effect.

a) Evaluate R Square Value

The R Square value is used to explain the effect of exogenous variables on endogenous variables. The R Square value is obtained from the PLS Algorithm Report SmartPLS and can be seen in table 7.

Table 7 R Square

	R Square
Employee Performance	0,716

Source: smart-PLS output (2023).

The R Square value of the Employee Performance variable is 0.716, meaning that the Work Discipline, Organizational Commitment, and Competence variables are simultaneously able to explain their influence on the Employee Performance variable by 71.6% while the remaining 28.4% is explained by other variables outside the model studied.

Then for the assessment of goodness of fit in this study, it can be seen from the Q-Square value. The Q-Square value has the same meaning as the coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model is with the data. The results of the calculation of the QSquare value are as follows:

$$\text{Q-Square} = 1 - [(1 - R^2 1) \times (1 - R^2 2)]$$
$$= 1 - (1 - 0{,}716)$$
$$= 0{,}716$$

Based on the results of the above calculations, the Q-Square value is 0.716. This shows that the amount of diversity of research data that can be explained by the research model is 71.6%. While the remaining 28.4% is explained by other factors that are outside this research model. Thus, from these results, this research model can be declared to have very good goodness of fit..

b) Evaluation of the significance of the path relationship on the research hypothesis

To conclude whether the hypothesis is accepted or rejected, the p-value price at a significance of α = 5% or 0.05 is used. If the p-value <0.05 then H0 is rejected, meaning there is an effect. Conversely, if the p-value> 0.05 then H0 is accepted, meaning that there is no effect. The following are the results of the structural model evaluation obtained from the SmartPLS Bootstrapping Report presented in table 8.

Table 8 Path Coefficients T-Values, P-Values

	Path Coefficients	T Statistics	P Values	Description
Work Discipline -> Employee Perfo	0,307	3,439	**0,001**	Ada pengaruh
Competence -> Employee Performance	0,274	3,199	**0,001**	Ada Pengaruh
Moderating Effect 1 -> Employee Performance	0,050	0,951	**0,342**	Tidak ada Pengaruh
Moderating Effect 2 -> Employee Performance	0,036	0,602	**0,548**	Tidak ada Pengaruh

Source: smart-PLS output (2023).

Bootstraping output with P-values on direct effects and moderation effects is presented in Figure 2 below:

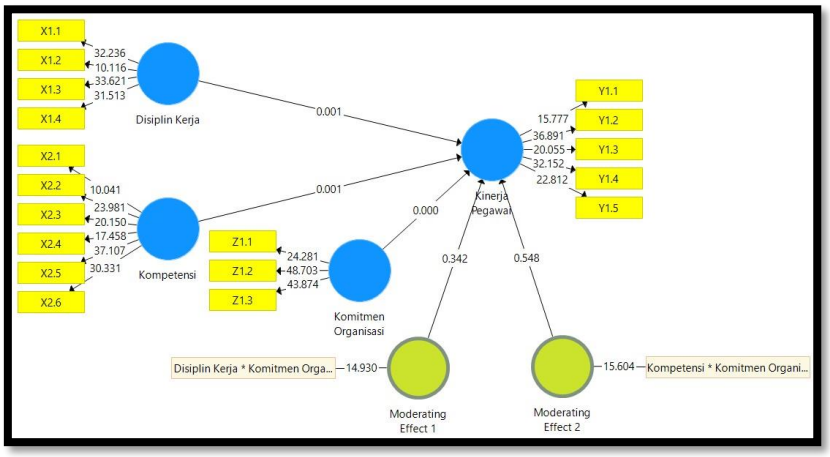

Figure 2 Output Bootstraping with P-Value

Source: smart-PLS output (2023).

Hypothesis Test

From the results of table 8, it can be concluded that the hypothesis that states:

H1 : It is suspected that Work Discipline has a positive effect on Employee Performance can be accepted, with a path coeficients of 0.307 with a T-Value of 3.439 or a P-Value of 0.001 smaller than 0.05, so there is an influence or significant (positive).

H2 : It is suspected that Competence has a positive effect on Employee Performance can be accepted, with path coefficients of 0.274 with a T-Value of 3.199 or a P-Value of 0.001 smaller than 0.05, so there is an influence or Significant (positive).

H3 : It is suspected that Work Discipline has a positive effect on Employee Performance with Organizational Commitment as a moderating variable cannot be accepted, with path coefficients of 0.050 with a T-Value of 0.951 or a P-Value of 0.342 greater than 0.05, so there is no moderating influence or Non Significant.

H4 : It is suspected that Competence has a positive effect on Employee Performance with Organizational Commitment as a moderating variable cannot be accepted, with path coefficients of 0.036 with a T-Value of 0.602 or a P-Value of 0.548 greater than 0.05, so there is no moderating influence or Non Significant..

Discussion

Discussion of each variable relationship in detail against the objectives to be achieved in this study as follows.

Effect of Work Discipline on Employee Performance

From the results of testing the effect of work discipline on Employee Performance, it means that the higher the value of Employee Performance discipline, it will greatly affect the high Employee Performance felt by all employees. The results of this study are in line with the theory conveyed by Wau, Samalua Waoma, Ferdinand T. Fau (2021), which states that discipline is the sixth operative function of the most important human resource management that companies need to pay attention to, because the better the employee's discipline, the better their performance. This is in line with what Sastrohadiwirjo (2002: 295) in (Putri et al., 2019) has explained, that there is a high correlation between work discipline and the performance a person achieves. This means that the better the work discipline, the better the performance a person achieves. This is supported by research conducted by (Mardiana & Paryanti, 2012), which states that work discipline variables have a positive and significant effect on Employee Performance.

Work discipline greatly affects the achievement of company performance against predetermined targets. If employees are not disciplined at work, the results obtained will not be optimal. The impact of indiscipline at work is not only detrimental to the company but also reflects the quality of the human resources of the company concerned. The results of this study indicate that employees are responsible and obedient to the duties that are obligatory in each section, so that the planning and division of tasks that have been set by the company can be ensured to be carried out. Completion of tasks according to the provisions can make the company's goals achieved according to plan, whether it is related to profit, operations, and the continuity of company services to the community. The majority of employees of this amusement park company have come and gone on time, but there are still employees who often come late for no apparent reason. This usually happens to employees who have positions and have a long tenure or are commonly called seniors in their work. In the future, the company must continue to ensure that employees carry out their duties responsibly, obey the provisions, increase accuracy in work and ensure that the number of late employees decreases every month so that the achievement of company performance is much better.

Effect of Competence on Employe Performance

From the test results on the effect of employee competence, it is able to contribute to Employee Performance, meaning that the higher the value of employee competence, it will greatly affect the high Employee Performance felt by all employees. The results of this study are in line with research conducted by (Hermawan, 2022; Maizar, 2017; Riduawan & Kuncoro, 2019), which states that competence has a significant effect on performance. This is also in accordance with Sutrisno's statement in (Ajabar, 2020) that the competency models that have been determined by the company must be implemented in order to answer about the skills, knowledge, and characteristics needed in a job. With competence, the company can find out what kind of competency model can affect the improvement of company performance.

This study shows that employees have a high interest in new knowledge and training organized by the company. This high interest from employees should be welcomed by the company. So far, employees will get additional knowledge through several ways, including: training from internal parties, sharing from internship students, bringing in expert speakers in their fields and several years ago participating in seminars held for free. In addition, companies can also conduct training activities and add the latest knowledge to support the improvement of employee competence in carrying out their duties. Training can start with internal activities such as coffee morning programs between sections to explain the characteristics of the work and how to do the work in each section. From this activity, not only will other departments gain new knowledge but it is possible to get input and suggestions for the better.

The Effect of Work Discipline on Employee Performance with Organizational Commitment as a Moderating Variable

Based on this research, organizational commitment has not been able to have an effect on strengthening the relationship between the effect of work discipline on Employee Performance, in other words, the higher the organizational commitment does not strengthen the effect of high work discipline in improving Employee Performance. The results of this study contradict the results of research by (Sherly et al., 2022) where work discipline can strengthen organizational commitment to Employee Performance.

Employees who have a high organizational commitment within themselves will create a high sense of belonging to the organization as well, so they should not disappoint the leadership/organization with their performance. In contrast to the results shown through this study where employees with very good organizational commitment to their organization will not always have good discipline. This is shown by the high level of employee tardiness every month. Based on the observations of researchers, it was found that employee tardiness that occurred was dominated by employees who had more than 20 years of service who had no doubt about their loyalty to the organization. According to the researcher, the factor that can affect the lack of employee discipline is that the company has not imposed strict sanctions or conducted intense employee coaching for employees regarding attendance and other violations that are considered not in accordance with the guidelines.

The Effect of Competence on Employee Performance with Organizational Commitment as a Moderating Variable

Based on this research, it is found that organizational commitment has not been able to have an effect on strengthening the relationship between employee competence in improving Employee Performance in other words, the higher the organizational commitment owned by employees may not necessarily support the influence of employee competence in improving Employee Performance. The results of this study are in line with research conducted by (Afrina et al., 2021) and Adlina (2014) who in their research stated that organizational commitment does not moderate the effect of competence on Employee Performance.

High organizational commitment is needed in an organization, because the creation of high commitment is expected to affect the professional work climate. In this study, it was found that employees felt that they had not received additional new knowledge when carrying out tasks or work. Meanwhile, the actual interest of employees in gaining new knowledge is very high. With the high employee interest in knowledge or competency improvement, it is hoped that the company can provide training to improve employee competence both internally and externally.

Research Limitations

Based on the research results and data interpretation above. The limitations of this study are as follows:

- In this study, Organizational Commitment as a moderator has not been able to contribute directly to work discipline, competence, and Employee Performance. Because in field practice it is found that organizational commitment cannot always be imposed according to existing rules because under certain conditions organizational commitment can be generalized or specific so that it can be categorized into certain fields to improve work discipline, competence, and Employee Performance.
- This research only focuses on improving Employee Performance that has been carried out over the past 5 months with data showing Employee Performance that continues to experience continuous evaluation stages.

CONCLUSION

Based on the results and discussion of the variables of work discipline, competence, Employee Performance and organizational commitment as moderators, the analysis can be concluded as follows: 1) Work discipline is able to contribute to improving Employee Performance. Work discipline greatly contributes to improving Employee Performance so that making work discipline a habit will not feel heavy for employees in carrying out work discipline, thus improving Employee Performance will always be good. 2) Competence is able to contribute to improving Employee Performance. Competent employees make it easier to complete work which can improve performance. 3) Organizational commitment as a moderator has not been able to strengthen the relationship between work discipline in improving Employee Performance. The high level of organizational commitment needs to be balanced with the application of sanctions in order to further improve work discipline and can further improve Employee Performance. 4) Organizational commitment as a moderator has not been able to strengthen the relationship between competence in improving Employee Performance. High commitment needs organizational support in providing increased employee competence in improving Employee Performance.

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