

## **Mediation Of Organizational Commitment Between Discipline And Human Resource Development In Improving The Performance Of Local Government Employees In Pandeglang District**

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### **Abstrak**

This research is motivated by the importance of improving the performance of civil servants within the Pandeglang Regency Government in facing the increasingly complex dynamics of public service delivery. Discipline and human resource (HR) development are seen as strategic keys to boosting productivity, while organizational commitment is believed to strengthen employee engagement with the organization. The purpose of this study is to analyze the influence of discipline and human resource development on employee performance, and to test the role of organizational commitment as a mediating variable. The methodology used is a quantitative approach with the method Structural Equation Modelling-Partial Least Squares (SEM-PLS). Data was collected through the distribution of questionnaires to 297 civil servants which are selected using techniques proportionate stratified random sampling, so that it can represent conditions proportionally in each work unit. The results of the study indicate that discipline has a positive and significant effect on employee performance, both directly and indirectly through organizational commitment. Human resource development has a positive effect on organizational commitment, but does not have a significant direct effect on employee performance. These findings indicate that organizational commitment acts as an important mediator, strengthening the relationship between discipline and performance, as well as between human resource development and employee performance. The conclusion of this study confirms that improving employee performance in the Pandeglang Regency Regional Government does not only depend on efforts to improve discipline and develop HR capacity, but also requires strengthening organizational commitment as a binding factor that ensures the sustainability of results. Further discussion implied the need for an integrated civil service management strategy, such as implementing a culture of discipline based on exemplary behavior, sustainable competency development programs, and internal policies that strengthen employee loyalty and commitment to the organization. These efforts are expected to improve the quality of public services that are responsive, accountable, and oriented toward public satisfaction.

**Keywords:** Employee Performance, Discipline, Human Resource Development, Organizational Commitment, SEM-PLS.

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### **INTRODUCTION**

The rapid development of technology today has transformed many aspects of daily life, including the world of work. However, despite increasingly sophisticated technology,

the role of human resources remains irreplaceable. Technology not only serves to simplify and accelerate work, but in its implementation, humans are still needed to operate and control the technology. This confirms that despite rapid technological development, the role of humans in organizations remains very vital (Indiyati et al., 2021). The existence of human resources within an organization plays a vital role in creating competitive advantage. Therefore, good human resource management is an important key for organizations to achieve success. One of the main aspects in managing human resources is employee performance, which can be measured based on employees' ability to complete assigned tasks (Sinambela, 2019; Yusuf et al., 2021). Employee performance reflects how effectively employees achieve organizational goals.

Employee performance measurement is a crucial aspect in assessing the effectiveness and success of task implementation in a government agency. According to Widodo (2020), performance can be defined as the achievement or level of success of an employee in carrying out their duties according to established standards. Meanwhile, Sedarmayanti (2019: 97) argues that performance measurement is a standard pattern or scheme for periodically checking, reviewing, and assessing a person's work results. Similarly, Sari (2020; Siahaan & Bahri, 2019) suggest that performance measurement using a method that takes into account the dedication of each employee. The employees who work within their organization. For the Pandeglang Regency Government, which has a significant number of Civil Servants (PNS), systematically monitoring employee performance is crucial, one way of doing this is through attendance data.

Employee attendance rates in the Pandeglang Regency Government showed significant fluctuations, both at the Regional Development Planning Agency (BPKD), the Regional Secretariat, and the Communication, Informatics, Cryptography, and Statistics Agency. Overall, attendance rates declined from January to April across all three agencies. This decline may indicate challenges. Human resource evaluation of the causes of this decline is essential to improve overall employee performance.

Human resource development aims to improve employee capabilities so they can better perform their duties and achieve organizational goals. This process involves training, education, and skills development aimed at improving employee performance (Finarti, 2016). Organizations that implement effective HR development programs can improve employee discipline, which in turn contributes to overall organizational performance (Yusuf et al., 2021). Therefore, human resource development is a key element, measured not only by improving skills and knowledge but also through developing disciplinary aspects.

Discipline is a factor that significantly influences employee performance. Without adequate discipline, employees will struggle to work effectively and efficiently, ultimately negatively impacting performance (Nugroho & Paradifa, 2020). Discipline is one of the main indicators in assessing employee work effectiveness and, in turn, directly impacts organizational performance. Therefore, it is crucial for every organization to instill a culture of good discipline in its human resource management.

Besides discipline, Organizational Commitment is also an important factor influencing employee performance. When an employee is satisfied with their work, a high level of work enthusiasm will be formed, which comes from intrinsic motivation and a sense of satisfaction felt in the workplace. High Organizational Commitment will produce a strong work enthusiasm in an employee (Citra & Fahmi, 2019). The phenomenon that occurred in the

Pandeglang Regency Regional Government shows that employee performance in several work units, such as the Regional Financial Management Agency, the Regional Secretariat, and the Communication, Informatics, Cryptography and Statistics Office, is not optimal. This is caused by low Organizational Commitment, lack of discipline, and minimal human resource development that can improve employee skills. In addition, employee placement that does not match competencies is also a factor that hinders performance. In this case, employee discipline is a factor that greatly determines work effectiveness and efficiency, which in turn directly affects organizational performance.

The development of SAKIP scores for the three Pandeglang Regency Regional Government agencies over the past five years. The Regional Secretariat showed a significant decline in 2021, but began to show a steady increase from 2022 to 2024. This indicates efforts to improve performance management after the decline in the previous year. On the other hand, the Regional Financial Management Agency experienced rapid growth in 2021 and 2022, reaching a peak in 2022, reflecting the agency's success in improving its financial management and employee performance. Meanwhile, the Communication, Informatics, Cryptography, and Statistics Agency showed a gradual increase from 2020 to 2024, although not as rapid as the Regional Financial Management Agency (BPKD), but still reflecting gradual improvements in communication management and employee efficiency. Overall, these graphs influence employee performance, which in turn contributes to the increase in SAKIP scores in each agency.

Based on the pre-survey results above, several factors contribute to the low employee performance in the Pandeglang Regency Government. Aspects with a higher percentage of disagreeing responses, such as focus on achieving targets, commitment to quality, and punctuality, indicate that many employees lack commitment in these areas. This has the potential to negatively impact performance. Furthermore, respondents who disagreed indicated that human resource management in this agency still needs improvement to optimize employee performance. This phenomenon aligns with the findings of Kurniawati et al. (2021), who stated that focus on targets, commitment to quality, and punctuality are important indicators of employee performance. Furthermore, these results support research conducted by Supriadi (2020), which concluded that human resource development has a positive effect on improving employee performance. However, another study by Rismanto et al. (2017) stated that human resource development has no significant and even negative impact on employee performance.

This phenomenon is faced by the Pandeglang Regency Government due to the uneven performance of employees across work units, such as those in the Regional Financial Management Agency, the Regional Secretariat, and the Communication, Informatics, Cryptography, and Statistics Office. Some employees in these units still lack discipline in carrying out their duties, and this impacts the overall quality of performance. As explained by Fauzi & Anam (2019), employees with high Organizational Commitment tend to work harder and maintain their loyalty, which has a positive impact on organizational performance. Therefore, this study aims to analyze employee performance within the Pandeglang Regency Government.

## State of the art

Some studies show a significant effect, while others suggest that the impact is negligible. These differences in results reflect the diversity of approaches, organizational contexts, and analytical methods used in these studies. This discrepancy in findings indicates a research gap (*research gap*) that deserve further study to gain a deeper understanding. To provide a more systematic overview of these differences, the author compiled a summary of findings from various previous studies related to the influence of HR development on employee performance. The researcher created a summary to illustrate the variations in these results, which are presented in the summary of previous research findings in Table 1 as follows:

Table 1 *Research Gap Human Resource Development on Employee Performance*

<i>GAP</i>		<b>NAME &amp; YEAR OF RESEARCHER</b>	<b>RESULTS</b>
<b>HUMAN RESOURCE DEVELOPMENT VARIABLES ON EMPLOYEE PERFORMANCE</b>	<b>Significant</b>	Nguyen Minh Ngoc & Tony Ng, 2022	High-quality human resource development has a significant impact on employee performance.
		Em Yusuf IIs et al., 2022	Career development and work environment have a significant influence on employee performance.
		L.B.P. da Silva et al., 2022	Adaptive human resource development towards Industry 4.0 has a significant impact on employee performance.
		Boxall & Purcell, 2003	Strategic HR development plays an important role in improving the quality of work and employee performance.
		Knies et al., 2024	Strategic human resource development has a significant impact on public sector performance, depending on the organizational context.
	<b>Non Signidikan</b>	Salima Hamouche et al., 2021	Human resource development during the COVID-19 crisis affects employee performance depending on the organization's ability to adapt.
		Alexis Megan Votto et al., 2021	AI in HR development increases the effectiveness of employee training and performance evaluation.
		Fiza Amjad et al., 2021	Green Human Resource Management practices influence employee performance through awareness of environmental issues.
		Yousef Alsafadi & Shadi Altahat, 2021	Organizational commitment mediates the relationship between human resource development and employee performance.

Almita et al., 2023

The influence of work facilities and discipline on employee performance is more dominant than HR development.

Source: Data Processing Results, 2025

Based on the analysis of the two variables studied, although many studies have shown a positive influence between Employee Discipline and Human Resource Development on Employee Performance, there are differences in findings indicating that this influence is not always direct. Some studies indicate a more significant influence, while others show variability in the results. This indicates the need for further research to explore the contextual factors that influence the relationship between Employee Discipline, Human Resource Development, and Employee Performance.

Based on the phenomena and background that have been explained, the formulation of the problem in this study is: 1) Is there a direct influence of Discipline on Organizational Commitment in the Pandeglang Regency Regional Government 2) Is there a direct influence of Human Resource Development on Organizational Commitment in the Pandeglang Regency Regional Government 3) Is there a direct influence of Discipline on Employee Performance in the Pandeglang Regency Regional Government 4) Is there a direct influence of Human Resource Development on Employee Performance in the Pandeglang Regency Regional Government 5) Is there a direct influence of Organizational Commitment on Employee Performance in the Pandeglang Regency Regional Government 6) Is there an indirect influence of Discipline on Employee Performance through Organizational Commitment in the Pandeglang Regency Regional Government 7) Is there an indirect influence of Human Resource Development on Employee Performance through Organizational Commitment in the Pandeglang Regency Regional Government.

### **Novelty**

This research offers novelty by emphasizing that improving employee performance is not sufficient through discipline and human resource development alone, but must be supported by organizational commitment as the primary driver connecting the two. Empirically, the finding that human resource development has no direct effect on performance but significantly impacts organizational commitment provides a new perspective on human resource management theory in the public sector.

### **The Influence of Discipline on Organizational Commitment**

Work discipline is a crucial factor influencing organizational commitment, particularly in the public sector, such as the Pandeglang Regency Government. Discipline reflects the level of employee compliance with the rules, procedures, and work ethics prevailing within the organization. According to Husainah et al. (2024), high levels of discipline create an orderly and productive work environment, which in turn can foster increased employee morale and loyalty to the institution. This conducive work environment plays a role in strengthening employee engagement with the organization's values, goals, and sustainability, which are at the core of organizational commitment.

Besides creating a positive work atmosphere, discipline also contributes to the creation of an efficient management system in public organizations. Afifuddin et al. (2022)

stated that employee discipline is a crucial component in supporting an effective internal control system and accountable financial governance practices. This efficiency and accountability are important indicators in building employee trust in the organization, thus triggering stronger commitment. Discipline not only impacts individual performance but also supports the achievement of collective performance that reflects the integrity of government institutions.

In the context of the Pandeglang Regency Government, improving work discipline is a strategic necessity to encourage employee loyalty and accountability towards institutional goals. Irawati et al. (2021) and S and Maridjo (2023) suggest the importance of implementing discipline training programs and a consistent monitoring system to foster a disciplined work culture. This disciplined work culture is expected to improve public service performance and strengthen public trust in government institutions. Therefore, it can be assumed that improved discipline will have a positive impact on organizational commitment. Therefore, the following hypothesis is formulated:

H<sub>1</sub> : It is suspected that there is a positive influence of Discipline on Organizational Commitment in the Pandeglang Regency Regional Government.

### **The influence of Human Resource Development on Organizational Commitment**

Human Resource (HR) development is a crucial strategy for building strong organizational commitment, particularly in bureaucratic environments like the Pandeglang Regency Government. Investment in training, education, and employee capacity building is believed to enhance a sense of belonging to the organization. Pittaloka and Foeh (2024) state that relevant and sustainable HR development programs can improve individual competencies while strengthening employees' emotional ties to the organization. This is reinforced by Dahlia and Anriani (2023), who emphasize the importance of institutional evaluation and adaptation to changes in the work environment for HR development to truly impact organizational effectiveness. Furthermore, Kurnianto (2022) highlights that organizational culture and work motivation instilled through HR development contribute to high employee commitment.

The direct influence of human resource development on organizational commitment is inseparable from organizational support for employee well-being and professional growth. Haryokusumo (2015) explains that organizational support combined with spiritual work values can strengthen employees' emotional commitment, which ultimately has a positive impact on their performance. On the other hand, Rosdiana et al. (2022) found that a supportive work environment and opportunities to improve competencies directly contribute to job satisfaction, which is an important prerequisite for building organizational commitment. Similar findings were expressed by Afifuddin et al. (2022), who emphasized that involving employees in decision-making and providing appreciation for their contributions can strengthen loyalty and attachment to the institution where they work.

In the context of the Pandeglang Regency Government, human resource development needs to be implemented through a comprehensive approach, not only relying on formal training but also building an inclusive, supportive, and participatory work climate. According to Darmawan (2020), increasing organizational commitment is directly related to improved performance, making human resource development a key instrument in strengthening the quality of public services. In line with this, Putra and Mardikaningsih

(2021) and Rosid and Darajat (2022) emphasized that organizations that focus on improving the quality of human resources will obtain employees who are not only competent but also highly committed to the organization's vision and human resources. Findarti (2016) also stated that effective human resource development increases employee confidence, skills, and work enthusiasm, which directly impacts organizational commitment. Therefore, sustainable human resource development can be a strategic foundation for strengthening the commitment of Pandeglang Regional Government employees.

H<sub>2</sub> : It is suspected that there is a direct influence of Human Resource Development on Organizational Commitment in the Pandeglang Regency Regional Government.

### **the influence of discipline on employee performance**

Discipline is a fundamental aspect in improving employee performance, especially in public sector environments such as the Pandeglang Regency Government. Good discipline reflects compliance with regulations, responsibility for work, and the ability to optimally manage time and tasks. Firmansyah and Mistar (2020) emphasized that discipline is a crucial human resource management function in driving work productivity. The higher the level of employee discipline, the greater their contribution to achieving organizational targets. In another study, Rohendi et al. (2023) also highlighted that discipline combined with work motivation plays a crucial role in driving optimal performance, as disciplined employees tend to have a strong commitment and work ethic.

Employee performance is significantly influenced by the extent to which discipline is consistently applied in daily work activities. Yuniatiningsih et al. (2022) demonstrated that the synergy between competence, commitment, and discipline will result in more effective and efficient performance. Discipline creates orderly and responsible work habits, which are essential in public services that demand accuracy, punctuality, and reliability. Mauli and Wijayanto (2021) added that improving work discipline, when supported by a conducive work environment, can significantly improve individual performance within an organization. Therefore, meeting high work standards requires the implementation of work discipline as part of the organizational culture.

To improve employee performance, the Pandeglang Regency Government needs to design and implement programs that encourage discipline, such as a fair reward and punishment system, systematic work monitoring, and work ethic strengthening training. Supriadi (2020) stated that employees with high discipline tend to be more productive and perform better than those with less discipline. This indicates that discipline has a direct and positive relationship with employee performance. Therefore, a strategy to improve discipline is not only a managerial necessity but also a key to achieving efficiency and effectiveness in government work.

H<sub>3</sub> : It is suspected that there is a direct influence of Discipline on Employee Performance in the Pandeglang Regency Regional Government.

### **The influence of HR Development on Employee Performance**

Human Resource (HR) Development is a strategic element in improving employee performance, particularly within the Pandeglang Regency Government. This development process includes training, education, and coaching aimed at enhancing individual capacity and competence. Gambo Gambo (2015) emphasized that appropriate job training based on

organizational needs can significantly boost employee productivity. A well-designed HR development program can improve employees' technical skills and professionalism, enabling them to work more efficiently and effectively in carrying out government duties. Therefore, improving the quality of human resources through training directly contributes to achieving organizational goals.

Furthermore, the effectiveness of HR development is also determined by how an organization manages training from the beginning of employment and on an ongoing basis. Cahyati et al. (2023) explain that systematic and ongoing training significantly improves the performance of public sector employees, especially when the training is relevant to the job challenges they face. Furthermore, according to Alola and Alafeshat (2020), effective HR management practices, such as training and competency development, have a positive correlation with employee engagement and job satisfaction, which ultimately impacts overall organizational performance. When employees feel they have sufficient skills to carry out their responsibilities, their work motivation will increase, thus driving more optimal performance.

From this analysis, training targeting managerial and interpersonal aspects plays a crucial role in supporting employee success, not just technical development. Mahmood et al. (2018) found that comprehensive training, including leadership, communication, and decision-making, positively impacts individual performance. Employees who participate in training with a holistic approach feel more confident, better able to adapt to change, and better prepared to complete tasks to high standards. This aligns with the findings of Yusuf et al. (2021) who demonstrated that appropriately directed human resource development increases employee effectiveness in the public sector. Therefore, a planned and sustainable HR development strategy in the Pandeglang Regency Government is essential to encourage overall employee performance improvement.

H<sub>4</sub> : It is suspected that there is a direct influence of Human Resource Development on Employee Performance in the Pandeglang Regency Regional Government.

### **The influence of organizational commitment on employee performance**

Organizational commitment is a crucial element in building optimal employee performance in the public sector, including within the Pandeglang Regency Government. This commitment reflects the extent to which employees demonstrate loyalty, emotional involvement, and a sense of responsibility toward achieving organizational goals. According to Faidha (2021), organizational commitment not only enhances a sense of belonging to the organization but also encourages employees to contribute their best to their work. This finding is reinforced by Rosdiana et al. (2022) and Halim (2021), who state that employees with high levels of commitment tend to exhibit more productive and responsible work behaviors, ultimately improving the quality of public services and organizational performance.

The relationship between organizational commitment and employee performance is direct and significant. Faidha (2021) emphasized that when employees feel psychologically connected to their organization, they are motivated to work harder and more consistently to achieve performance targets. Halim (2021) also demonstrated that organizational commitment has been empirically proven to contribute to improved work quality, particularly in work environments that require high levels of collaboration and dedication.

Therefore, strengthening employee commitment to government agencies is a crucial strategy for optimizing the performance of civil servants in Pandeglang Regency.

Furthermore, research by Rismayadi and Maemunah (2016) indicates that the influence of organizational commitment on performance is also mediated by other factors such as work motivation and leadership style. This suggests that organizational management needs not only to build commitment directly but also to create a supportive work environment through inspirational leadership and a positive work culture. Ulyanah et al. (2021) added that variables such as organizational culture and employee competency also strengthen the influence of commitment on performance. Similarly, the findings of Putri and Frianto (2019) confirm that employees who are satisfied and highly committed to the organization tend to demonstrate better performance. Therefore, the Pandeglang Regency Government needs to adopt a holistic managerial approach to foster commitment and simultaneously improve the quality of its employees' performance.

H<sub>5</sub> : It is suspected that there is a direct influence of Organizational Commitment on

H<sub>6</sub> : It is suspected that there is an indirect influence of Discipline on Employee Performance through Organizational Commitment in the Pandeglang Regency Regional Government.

H<sub>7</sub> : It is suspected that there is an indirect influence of Human Resource Development on Employee Performance through Organizational Commitment in the Pandeglang Regency Regional Government.

## METHODOLOGY

This study uses a quantitative research design with an explanatory approach that aims to examine the relationship between discipline, human resource development (HRD), organizational commitment, and employee performance in the Pandeglang Regency Government. This research will be conducted within the Pandeglang Regency Government, Banten Province. Pandeglang Regency was chosen as the research location due to its strategic role in human resource management, particularly in the context of improving the performance of Civil Servants (ASN). The Pandeglang Regency Government has a fairly complex organizational structure and holds extensive administrative responsibilities, making it a representative location for researching employee performance dynamics. The population in this study was all State Civil Apparatus (ASN) working in 29 Regional Government Work Units of Pandeglang Regency, totaling 1,148 employees. The research sample was determined using the Slovin formula with an error rate (*margin of error*) 5%, resulting in 297 respondents. Sampling was carried out by proportionate stratified random sampling, which takes into account the proportion of the number of employees in each of the 29 Regional Government Agencies of Pandeglang Regency. Data collection techniques in this study include: 1) Interviews: Interviews were conducted in a structured manner with pre-prepared question guides to ensure the relevance and quality of the data. 2) Questionnaire Distribution: Quantitative data collection was conducted through a questionnaire distributed to 297 respondents. Literature Study: Secondary data was obtained through literature study which includes academic books, scientific journals, government documents, and related regulations that support the understanding of theory and practice in HR management in government agencies. The technique in analyzing the collected data, this study uses Structural Equation modelling (SEM) based Partial Least Squares (PLS) which was

implemented using SmartPLS Version 4 software. This analysis technique was chosen because of its ability to test the relationship between variables simultaneously, both for direct and indirect relationships (mediation).

Validity tests include convergent validity and discriminant validity. Convergent validity is seen from the value loading factor each indicator against its construct. According to Ghazali & Latan (2015:74), an indicator is said to be valid if it has a loading factor value  $> 0.70$ . In addition, *Average Variance Extracted (AVE)* must also be  $> 0.50$  to ensure that the construct is able to explain the variance of its indicators. Reliability measures the internal consistency of an instrument. Two measures used are Cronbach's Alpha And Composite Reliability (CR). According to Hair et al. (2017), the construct is said to be reliable when the value of Cronbach's Alpha and CR is greater than 0.70 respectively. AVE, Cronbach's Alpha and CR analysis shown on table 2.

Tabel 2 Cronbach's Alpha and Composite Reliability (CR)

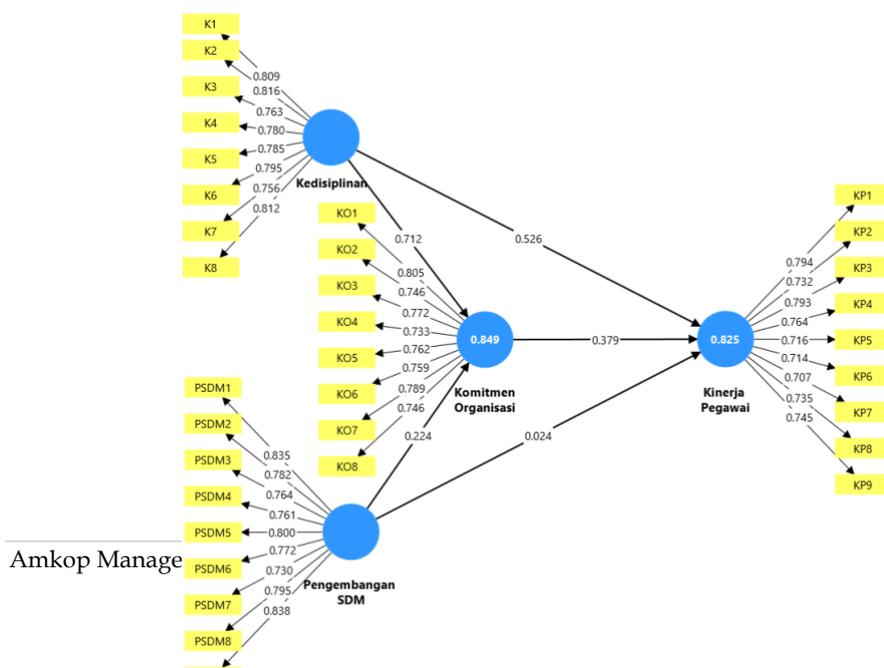
	AVE	Cronbach's alpha	Composite reliability (rho_c)
Discipline	0,790	0.914	0.930
Employee Performance	0,745	0.899	0.918
Organizational Commitment	0,764	0.898	0.918
Human Resources Development	0,787	0.923	0.936

Source: SmartPLS 4 data processed by researchers, 2025

The results of the table above show that all variables have AVE, Cronbach's and Composite Reliability Values of all variables  $> 0.70$ , so all variables are reliable.

## RESULT AND DISCUSSION

Measurement model test (*outer model*) is the initial stage in measuring the validity and reliability of a research instrument. Validity indicates the extent to which a measuring instrument is able to measure what it is supposed to measure. Validity testing in this study was conducted on 297 respondents. The outer model analysis shown on figure 1.



**Figure 1 outer model analysis**

source: outer model analysis 2025

Hypothesis testing is done using analysis bootstrapping In SmartPLS version 4, with 297 respondents, the test results can be seen in the following table 3.

Table 3 hypoythesis test

H	Variable	Original sample	Standard deviation	T statistics	P values
H1	Discipline → Employee Performance	0.526	0.115	4.583	<b>0.000</b>
H2	Discipline → Organizational Commitment	0.712	0.085	8.352	<b>0.000</b>
H3	Organizational Commitment → Employee Performance	0.379	0.170	2.232	<b>0.026</b>
H4	Human Resource Development → Employee Performance	0.024	0.107	0.219	<b>0.827</b>
H5	Human Resource Development → Organizational Commitment	0.224	0.099	2.269	<b>0.023</b>
H6	Human Resource Development → Organizational Commitment → Employee Performance	0.085	0.054	1.581	<b>0.114</b>
H7	Discipline → Organizational Commitment → Employee Performance	0.270	0.132	2.053	<b>0.040</b>

Source: SEMpls data analysis 2025

Based on table 3 the direct hypothesis testing, it can be explained as follows:

Hypothesis H1: Discipline has a significant influence on employee performance. The estimated value obtained is 0.526, with a T-statistic = 4.583 and a P-value = 0.000. Since the T-statistic value is > 1.960 and the P-value < 0.05, H1 is accepted. This indicates that employee discipline has a positive and significant influence on performance improvement. The higher the level of employee discipline in carrying out their duties and responsibilities, the more optimal the performance shown.

Hypothesis H2: Discipline has a significant influence on Organizational Commitment. The test results show the original sample value = 0.712, T-statistic = 8.352, and P-value = 0.000. With a very high significance value, H2 is accepted. This means that discipline not only shapes work behavior according to regulations but also contributes to building employee loyalty and attachment to the organization.

Hypothesis H3: Organizational Commitment has a significant influence on Employee Performance. The estimated correlation value is 0.379, with a T-statistic of 2.232 and a P-value of 0.026, indicating that H3 is accepted. This means that the higher the level of

organizational commitment an employee has, the higher their tendency to demonstrate productive performance, oriented towards achieving organizational goals.

Hypothesis H4: Human resource development does not have a significant effect on employee performance. The original sample value was 0.024, the T-statistic was 0.219, and the P-value was 0.827. Since the T-statistic was  $< 1.960$  and the P-value was  $> 0.05$ , H4 was rejected. This means that the human resource development program has not significantly impacted employee performance. This could be due to suboptimal program implementation, inadequacy of competency requirements, or lack of post-training follow-up.

Hypothesis H5: Human resource development has a significant influence on organizational commitment. The estimated value shows 0.224, with T-statistic = 2.269 and P-value = 0.023. Therefore, H5 is accepted, which means that the implementation of HR development programs can positively and significantly increase employee commitment to the organization. Opportunities to increase individual capacity through training, education, and career development can foster a sense of belonging to the organization and increase affective attachment.

Hypothesis H6 - Mediation 1 Human Resource Development  $\rightarrow$  Organizational Commitment  $\rightarrow$  Employee Performance. The original sample value was obtained = 0.085, T-statistic = 1.581, and P-value = 0.114. Since P-value  $> 0.05$  and T-statistic  $< 1.960$ , H6 was rejected. These results indicate that although HR development can increase organizational commitment, the indirect path is not strong enough to significantly improve employee performance. Thus, Organizational Commitment cannot be said to be an effective mediator in the relationship between HR Development and Employee Performance.

Hypothesis H7 - Mediation 2 Discipline  $\rightarrow$  Organizational Commitment  $\rightarrow$  Employee Performance. The estimation results show original sample = 0.270, T-statistic = 2.053, And P-value = 0.040. Because the value is statistically significant (P  $< 0.05$ ), then H7 accepted. This means that organizational commitment has been shown to be a significant mediator in bridging the influence of discipline on performance. This means that increased employee discipline will strengthen their commitment to the organization, which in turn will drive improved performance.

### **The Influence of Discipline on Employee Performance**

The results of the hypothesis test indicate that discipline has a positive and significant influence on employee performance (Hypothesis H1 is accepted). The higher the level of employee discipline, the better the resulting performance. Discipline in this context includes compliance with rules, commitment, and consistency in completing work on time. These results align with research by Alfiyah (2019) and Yantika et al. (2018) which states that discipline is a key factor in improving employee performance. These findings also reinforce the view that discipline is a crucial variable that drives the achievement of optimal performance in organizations.

According to organizational behavior theory, discipline is a key determinant of work effectiveness because it reflects employee compliance with established rules, norms, and work standards (George, 2025). High discipline creates an orderly work environment, suppresses deviant behavior, and increases efficiency in achieving organizational goals. This

theory emphasizes that discipline is not merely a matter of compliance but also a form of internalization of work values that drives productivity (Lindsay et al., 2025).

Research findings by Kumar et al. (2025) confirm that discipline has a significant influence on employee performance. In Alfiah's study, improved discipline was reflected in regular attendance and timely completion of tasks, which directly impacted performance (Kumar et al., 2025). Research by Rai & Koodamara (2025) also showed that organizations with strict disciplinary standards tend to have more productive employees (Rai & Koodamara, 2025). These findings align with research findings in Pandeglang Regency, which emphasized discipline as a key factor in improving employee performance.

### **The Influence of Discipline on Organizational Commitment**

Discipline also has a positive and significant effect on organizational commitment (Hypothesis H2 is accepted). This indicates that the higher the level of discipline, the stronger the employee's commitment to the organization. This finding supports the theory that discipline not only contributes to individual performance but also strengthens employee engagement with the organization, consistent with the opinions of Sukarji (2023) and Bahri et al. (2021). Discipline also strengthens employee commitment to organizational goals.

The organizational commitment theory proposed by Meyer and Allen (1997) explains that employee affective commitment is formed from consistent discipline, where individuals feel bound to the organization due to the alignment of values, rules, and goals. Discipline also reflects loyalty, which indirectly fosters a sense of belonging to the organization. Therefore, the more disciplined an employee is, the more likely they are to develop an emotional attachment to the organization (Al Shbail et al., 2025).

Research by Clemons (2025) supports this finding, finding that discipline has a significant relationship with organizational commitment. Bahri et al. asserted that a culture of discipline in the public workplace can strengthen employee loyalty and commitment to organizational goals. In other words, discipline not only increases compliance but also builds a stronger foundation of commitment within the government bureaucracy (Clemons, 2025).

### **The Influence of Organizational Commitment on Employee Performance**

The test results show that organizational commitment has a positive and significant effect on employee performance (Hypothesis H3 is accepted). This indicates that the higher the organizational commitment an employee has, the higher their performance will be. This finding aligns with Salsabila & Hermana (2021), who demonstrated that organizational commitment significantly contributes to improved employee performance. Employees with high commitment are more adaptable, work with integrity, and maintain productivity even in challenging work conditions.

Organizational commitment theory explains that highly committed employees tend to behave more proactively, responsibly, and go above and beyond formal expectations (Meyer & Allen, 1997). This is because they perceive work as more than just an obligation, but also a contribution to achieving organizational goals. Employee performance in this context will improve due to emotional attachment and intrinsic motivation (Nan et al., 2025).

Lahlou-Kassi & Eddakir (2025) found that organizational commitment significantly contributes to improving the performance of public sector employees. Highly committed

employees are less susceptible to challenging work conditions, maintain their integrity, and maintain productivity. These findings align with research in Pandeglang Regency, which emphasized the importance of organizational commitment as a key driver of employee performance (Lahlou-Kassi & Eddakir, 2025).

### **The Influence of Human Resource Development on Employee Performance**

The results of the hypothesis test indicate that human resource development has no significant effect on employee performance (Hypothesis H4 is rejected). This indicates that human resource development programs have not significantly improved employee performance. This may be due to the inconsistency of training materials with job requirements or the ineffectiveness of development program implementation (Tamsah & Nurung, 2022; Paillin & Mulyanti, 2023).

According to human resource management theory, human resource development through training, education, and career development aims to improve employee competency, skills, and knowledge (Sánchez-García et al., 2025). However, the theory also emphasizes that development effectiveness depends on the relevance of the material to job needs and alignment with organizational strategy. Without such alignment, human resource development will not directly impact performance improvement (Suhail et al., 2025).

Findings by Sánchez-García et al., (2025) indicate that poorly planned HR development programs tend to fail to improve employee performance. This is because training materials do not align with actual job challenges. Research in Pandeglang Regency supports this finding, where HR development did not directly impact performance, indicating a gap between ideal theory and practical implementation (Sánchez-García et al., 2025).

### **The Influence of Human Resource Development on Organizational Commitment**

Human resource development has a positive and significant effect on organizational commitment (Hypothesis H5 is accepted). This indicates that human resource development programs can increase employee commitment to the organization. Training, continuing education, and career planning contribute to increased employee loyalty to the organization (Wahyuni et al., 2022; Putri et al., 2021).

Career development theory states that opportunities to improve competency will increase employee self-confidence, job satisfaction, and loyalty to the organization (Noe, 2017). Human resource development also demonstrates the organization's attention to individual needs, which in turn strengthens employee emotional bonds. Thus, planned human resource development can be a strategic factor in increasing organizational commitment (Al-Suwaidi et al., 2025).

Wang & Huang (2025) demonstrated that human resource development programs positively impact employee commitment, particularly through training and further education. This research aligns with research in Pandeglang Regency, where human resource development was found to have a positive and significant impact on organizational commitment. This means that, although it does not directly impact performance, human resource development can still increase employee loyalty to the organization (Wang & Huang, 2025).

### **The Influence of Human Resource Development → Employee Performance through Organizational Commitment**

The results of the indirect path analysis indicate that human resource development does not significantly influence employee performance through organizational commitment (Hypothesis H6 is rejected). Although human resource development can increase organizational commitment, this indirect path is not strong enough to significantly improve employee performance. This is in line with Mufarrohah & Sumartik (2022), who showed that organizational commitment does not always link human resource development to employee performance.

According to mediation theory in organizational behavior, organizational commitment often acts as a bridge connecting organizational investment in human resources with performance output. However, this mediation effect is not always significant because increased commitment does not automatically guarantee improved performance if it is not supported by motivational factors and a conducive work environment (Ahmad et al., 2025).

Mufarrohah & Sumartik (2022) showed that organizational commitment is not always a significant mediator between human resource development and employee performance. This finding is consistent with research in Pandeglang Regency, which showed that while human resource development can increase commitment, it does not significantly boost performance. This suggests the presence of other external factors, such as organizational culture and reward systems (Yeboah & Zogli, 2025).

### **The Influence of Discipline → Employee Performance through Organizational Commitment**

The results of the indirect path analysis indicate that discipline has a positive and significant effect on employee performance through organizational commitment (Hypothesis H7 is accepted). This indicates that organizational commitment acts as a significant mediator in the relationship between discipline and employee performance. This finding reinforces the view that discipline not only directly impacts performance but also indirectly improves performance by increasing employee commitment to the organization (Sutrianah et al., 2022; Sulistyawati, 2018).

Work behavior theory asserts that discipline can foster positive habits, which then strengthen employee commitment to the organization, thus improving performance (Robbins & Judge, 2019). In other words, discipline is not only a behavior with a direct impact, but also a factor in building commitment that drives performance (Yeboah & Zogli, 2025).

Lindsay (2025) found that good discipline not only improves employee performance but also fosters a sense of commitment to the organization. This finding aligns with research in Pandeglang Regency, where discipline had a positive and significant effect on performance through organizational commitment. This means that organizational commitment strengthens the relationship between discipline and performance, providing a more comprehensive understanding of its mediating role in the context of employee management (Lindsay et al., 2025).

## **CONCLUSION**

The study concluded that the results of the analysis of organizational commitment mediation between discipline and human resource development in improving the performance of employees in the Pandeglang Regency Government. Based on the results of the analysis, several important conclusions can be drawn regarding the influence of discipline, organizational commitment, and human resource development on employee performance, as follows: 1) Discipline has a positive and significant influence on employee performance. 2) Discipline also has a positive influence on organizational commitment. 3) Organizational commitment has been shown to have a direct positive impact on employee performance. 4) Human resource development does not have a significant direct impact on employee performance. 5) Human resource development programs have a positive impact on organizational commitment. 6) Organizational commitment acts as a partial mediator in the relationship between employee discipline and performance. 7) The research findings show that the indirect influence of HR development on employee performance through organizational commitment is not significant.

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