

Influence of Work Discipline and Competence on Performance Through Organizational Commitment as an Intervening Variable (Study on Production & Project Function PT Pertamina Hulu East Kalimantan)

Rike Nursafitri¹, Widayanto², Reni Shinta Dewi³

^{1, 2, 3}Department of Business Administration, Diponegoro University, Semarang, Indonesia-1269

Email address: rikenrsafitri01@gmail.com

Abstract—Organizational behavior is a field of study that studies individual and group behavior that influences performance. Requires work discipline to get good performance so that company sustainability will be achieved. The competencies possessed by workers must also be in accordance with the job description so that work results are maximized. Loyalty to the organization will encourage maximum company performance. The research method used is quantitative with explanatory research type. Data processing uses SmartPLS 4 software. The reflective measurement model uses outer loading, AVE, HTMT, cross loading, cronbach's alpha, and composite reliability. Evaluation of the structural model using r-square, f-square, hypothesis testing with bootstrapping, and the VAF method for mediation effects. The research result support organizational behavior in worker performance which is influenced by work discipline, competence and organizational commitment. Organizational commitment plays a full mediating role between work discipline variables and performance. Suggestions given to the Production & Project function of PT Pertamina Hulu East Kalimantan are to improve fairness with simple things to make workers feel valued.

Keywords— Work discipline, competence, organizational commitment, employee performance.

I. INTRODUCTION

The company seeks employees who are both knowledgeable and reliable. A strong desire to achieve maximum results is paramount. Human capital is a fundamental asset that drives and executes all activities toward realizing the company's vision and mission. Employees play a pivotal role, from planning to execution, in achieving company objectives.

Employee performance is the outcome of the work executed by individuals or teams who contribute to the growth and advancement of the company (Robbins, 2017) [1]. As human resources, employees play a vital role in activities aligned with the company's systems, processes, and objectives. Without effective performance, the company's survival is at risk. A company can thrive when it effectively manages human resource challenges or obstacles that hinder workplace operations.

One of PT Pertamina Hulu East Kalimantan's strategies to enhance employee performance is to increase task completion

within the Production & Project function. This objective is driven by a decline in task completion rates within this function from 2021 to 2022. Achieving this target necessitates active and committed employees. A lack of strong commitment can be attributed to internal factors that hinder employee performance optimization.

TABLE 1: Presents the target and actual realization of task completion for PT Pertamina Hulu East Kalimantan's Production & Project function:

Year	Target %	Realization%
2021	100	79.5
2022	100	70.7

Table 1 indicates that task completion rates decreased from 79.50 in 2021 to 70.70 in 2022, reflecting a decline in employee performance within the Production & Project function. This performance decline has impacted the company's increasing workload and responsibilities in meeting targets from both superiors and subordinates. The Production & Project function comprises several work units, each with specific task completion targets aligned with individual employee positions. The Production unit focuses on oil and natural gas production and maintaining the reliability of production equipment, such as drilling equipment and refineries. The Project unit executes projects supporting oil and gas production, including drilling projects, procurement projects, and installation projects for new production equipment. Based on these tasks, each position has unique responsibilities, and task completion is evaluated using KPIs. Organizational tasks are accomplished through individual, team and project work. Therefore, employee performance contributes significantly to organizational outcomes. The number of tasks and responsibilities aligns with employee positions and the workload undertaken during a working year. However, obstacles can hinder task completion, leading to subpar performance. Improved performance results in greater financial and psychological rewards. Several factors influence the decline in employee performance, including work discipline, competence, and organizational commitment.

TABLE 2: presents the targets and realization of mandatory training that employees in the Production & Project function must undergo, reflecting work discipline, competence, and organizational commitment

Year	Target %	Realization%
2021	100	97.4
2022	100	91.0

Table 2 reveals a 6.4% decrease in the target and actual completion of mandatory training for Production & Project function workers between 2021 and 2022. Despite the company providing training programs, some employees skip them, leading to the decline in training completion rates. Reasons for this discrepancy can stem from both employee and company factors. On the employee side, a lack of awareness regarding the value of training participation may be a culprit. Conversely, company factors such as denying permission due to workload might also contribute. Mandatory training for each position includes Advanced Maintenance Management, Basic ESD, Fire & Gas Systems, Oil & Gas Production Systems, and Electrical Engineering. This training is tailored to meet individual competency needs. The decline in training completion hinders employee competency development. All companies strive for specific goals, which ultimately become shared objectives for both individual employees and the organization. Human resources with strong work discipline, position-specific competence, and organizational commitment are essential assets for achieving vision and mission. PT Pertamina (Persero) is committed to maintaining a sustainable work ethic for AKHLAK (cnbcindonesia.com, 2023) [2].

Researchers were only able to access data pertaining to target and actual task completion, as well as training, for the years 2021 and 2022. The data for 2019 and 2020 is directly held by PT Pertamina (Persero), using a separate system that the Zone 10 Human Capital Business Partner team cannot access. Additionally, 2023 data has not yet been entered into the PHKT system.

Absenteeism can serve as evidence of work discipline violations. Interviews with PT Pertamina Hulu East Kalimantan employees who were absent from work and received Warning Letters (SPs) within the Production & Project function revealed the imposition of these sanctions as a disciplinary measure to prevent repeated offenses. Due to confidentiality reasons, researchers were unable to access data on absenteeism and sanctions within the Production & Project function.

PT Pertamina Hulu East Kalimantan was selected as the research subject due to its significant role as a subsidiary of PT Pertamina Persero in tax and non-tax revenue (PNBP) payments. Specifically, the Production & Project function is responsible for the production and maintenance of equipment supporting operations within the Production & Project function. All employees at Pertamina hold the Officer position.

II. MATERIAL AND METHODS

A. Organizational Behavior

Wijaya (2017), organizational behavior is a field of study that examines individual and group behavior within

organizations and its impact on performance, both at the individual, group, and organizational levels [3]. Based on the insights of these experts, it's evident that all the variables employed in this research are components of individual behavior, namely work discipline (X1), competence (X2), organizational commitment (Z), and employee performance (Y).

B. Employee Performance

Afandi (2018), performance is the outcome of work achieved by an individual or group within a company, aligned with their respective authority and responsibilities, and aimed at achieving organizational goals ethically and legally [4]. Factors influencing employee performance include abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, environment, loyalty, commitment, and work discipline (Kasmir, 2016) [5]. Employee performance indicators encompass the following: quantity of work output, quality of work output, efficiency in task execution, work discipline, initiative, thoroughness, leadership, honesty, and creativity (Afandi, 2018) [4].

C. Work Discipline

Work discipline is an individual's awareness and willingness to adhere to all applicable organizational regulations and social norms (Hasibuan, 2017) [6]. Factors influencing employee work discipline include clear goals, company regulations, disciplinary actions from superiors, attention and direction to employees, as well as rewards and punishments (Ganyang, 2018) [7]. Several indicators influence the level of work discipline, such as goals and abilities, leadership example, remuneration, justice, supervision, punitive sanctions, firmness, and interpersonal relationships (Hasibuan, 2017) [6].

D. Competence

Competency is the ability to perform work based on skills and knowledge, supported by the work attitudes required by the job (Wibowo, 2014) [8]. According to Wibowo (2014), there are five competency indicators: motives, traits, self-concept, knowledge, and skills [8]. Competency is influenced by both internal and external factors within the company (Moehariono, 2012) [9], namely:

1. Innate talent
2. High work motivation
3. Attitudes, motives, and values
4. Knowledge possessed
5. Skills or expertise possessed
6. Daily living environment

E. Organizational Commitment

Robbins & Judge (2017) define organizational commitment as a situation where an employee identifies with a particular organization and its goals, aspiring to remain a member of that organization [1]. Moklas (2008) identifies personal, situational and behavioral factors that influence organizational commitment [10]. According to Robbins & Judge (2017), indicators of organizational commitment

include affective commitment, normative commitment, and continuance commitment [1].

III. RESEARCH METHOD

This research employs an explanatory research method, a type of research that seeks to investigate the relationship between research variables and test pre-formulated hypotheses (Ngatno, 2015) [11]. The population for this study consisted of 100 permanent employees within the Production & Project function at PT Pertamina Hulu East Kalimantan. Both quantitative and qualitative data, as well as primary and secondary sources, were utilized. The Likert scale was employed as the measurement scale for the questionnaire. Data analysis was conducted using smartPLS 4 software, comprising two evaluations: the outer model and the inner model.

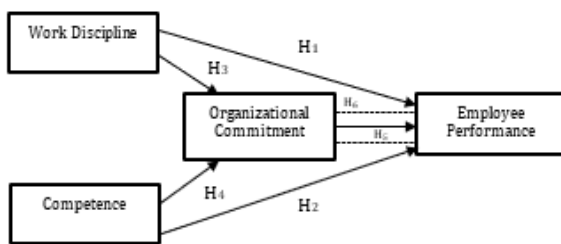


Figure 1 Hypothesis Model

H1: Work discipline influences worker performance in the Production & Project function of PT Pertamina Hulu East Kalimantan.

H2: Competence influences worker performance in the Production & Project function of PT Pertamina Hulu East Kalimantan.

H3: Work discipline influences organizational commitment in the Production & Project function of PT Pertamina Hulu East Kalimantan.

H4: Competence influences organizational commitment to the Production & Project function of PT Pertamina Hulu East Kalimantan.

H5: Organizational commitment influences worker performance in the Production & Project function of PT Pertamina Hulu East Kalimantan.

H6: Work discipline influences worker performance through organizational commitment as an intervening variable in the Production & Project function of PT Pertamina Hulu East Kalimantan.

H7: Competence influences worker performance through organizational commitment as an intervening variable in the Production & Project function of PT Pertamina Hulu East Kalimantan.

IV. RESULT

1. Respondent Demographics

The respondents were selected using a census method, where all permanent employees of PT Pertamina Hulu Kalimantan Timur were included as research subjects, totaling 100 individuals. Data was collected over a two-week period using a questionnaire. The following are the identities of the

respondents who work in the Production & Project function at PT Pertamina Hulu Kalimantan Timur:

TABLE 3: Respondent demographics

Number	Gender	Quantity	Percentage%
1.	Male	97	97
2.	Female	3	3
	Total	100	100
Number	Age (Year)	Quantity	Percentage%
1.	26-30	1	1
2.	31-35	1	1
3.	36-40	16	16
4.	41-45	38	38
5.	46-50	36	36
6.	51-55	8	8
	Total	100	100
Number	Work Location	Quantity	Percentage%
1.	Production & Project Santan	26	26
2.	Production & Project NIB	15	15
3.	Production & Project Sepinggan	14	14
4.	Production & Project Yakin	13	13
5.	Production & Project Balikpapan	12	12
6.	Production & Project Attaka	11	11
7.	Production & Project Lawe-Lawe	9	9
	Total	100	100
Number	Tenure	Quantity	Percentage%
1.	< 5 Tahun	5	5
2.	5-10 Tahun	16	16
3.	10-15 Tahun	34	34
4.	>15 Tahun	45	45
	Total	100	100
Number	Latest Education	Quantity	Percentage%
1.	SLTA	2	2
2.	Diploma	28	28
3.	S1	56	56
4.	S2	14	14
	Total	100	100

As presented in Table 3, several dominant respondent characteristics were identified within the Production & Project function. A significant majority of 97% of the workforce in this function are male. The age group of 41-45 years was the most prevalent, constituting 38% of the employees. The Santan Production & Project unit had the highest number of employees at 26%. In terms of length of service, 45% of employees had been working for more than 15 years. Lastly, employees with a Bachelor's degree as their highest educational attainment made up the largest group at 56%.

2. Outer Model (Evaluation of Measurement Model)

a. Convergent Validity

Table 4 indicates that the outer loading results for several variables, including competency variables (X2.9), organizational commitment (Z.1, Z.8, and Z.9), and employee performance (Y.12), fall below 0.60. Work discipline (X1) in this study employs seven indicators based on Hasibuan (2017): goals and abilities, leadership example, justice, clairvoyance, punitive sanctions, firmness, and human

relations [6]. These seven indicators comprise 16 question items, all of which passed the validity and reliability tests.

TABLE 4: Outer Loading

	Work Discipline	Competence	Organizational Commitment	Employee Performance
X1.1	0.722			
X1.2	0.702			
X1.3	0.698			
X1.4	0.699			
X1.5	0.716			
X1.6	0.789			
X1.7	0.796			
X1.8	0.743			
X1.9	0.769			
X1.10	0.722			
X1.11	0.724			
X1.12	0.696			
X1.13	0.782			
X1.14	0.721			
X1.15	0.659			
X1.16	0.703			
X2.1		0.717		
X2.2		0.766		
X2.3		0.731		
X2.4		0.732		
X2.5		0.739		
X2.6		0.680		
X2.7		0.709		
X2.8		0.702		
X2.9		0.566		
X2.10		0.714		
X2.11		0.779		
X2.12		0.725		
X2.13		0.678		
X2.14		0.713		
X2.15		0.751		
Y.1				0.799
Y.2				0.706
Y.3				0.744
Y.4				0.838
Y.5				0.762
Y.6				0.615
Y.7				0.767
Y.8				0.802
Y.9				0.835
Y.10				0.712
Y.11				0.698
Y.12				0.585
Y.13				0.709
Y.14				0.742
Z.1			0.591	
Z.2			0.739	
Z.3			0.824	
Z.4			0.781	
Z.5			0.754	
Z.6			0.812	
Z.7			0.731	
Z.8			0.282	
Z.9			0.593	

The competency variable (X2) is measured using five indicators according to Wibowo (2014): motives, traits, self-concept, knowledge, and skills [20]. The five competency indicators consist of 15 question items, with one question item deemed invalid, resulting in 14 valid and reliable question items. The performance variable (Y) utilizes Afandi's (2018)

seven indicators: quantity of work results, quality of work results, efficiency in task execution, initiative, thoroughness, honesty, and creativity [4]. The validity and reliability test results for these indicators reveal that 13 out of 14 question items are valid and reliable.

The organizational commitment variable (Z), as an intervening variable, employs Robbins & Judge's (2017) three indicators: affective commitment, normative commitment, and continuance commitment [1]. The organizational commitment indicator consists of nine question items, with six passing the validity and reliability tests.

TABLE 5: Outer Loading First Iteration

	Work Discipline	Competency	Organizational Commitment	Employee Performance
X1.1	0.722			
X1.2	0.706			
X1.3	0.702			
X1.4	0.702			
X1.5	0.716			
X1.6	0.789			
X1.7	0.794			
X1.8	0.744			
X1.9	0.771			
X1.10	0.723			
X1.11	0.725			
X1.12	0.695			
X1.13	0.781			
X1.14	0.717			
X1.15	0.655			
X1.16	0.699			
X2.1		0.725		
X2.2		0.771		
X2.3		0.732		
X2.4		0.724		
X2.5		0.743		
X2.6		0.687		
X2.7		0.701		
X2.8		0.693		
X2.10		0.706		
X2.11		0.779		
X2.12		0.735		
X2.13		0.681		
X2.14		0.719		
X2.15		0.751		
Y.1				0.801
Y.2				0.711
Y.3				0.752
Y.4				0.840
Y.5				0.763
Y.6				0.604
Y.7				0.761
Y.8				0.801
Y.9				0.840
Y.10				0.720
Y.11				0.687
Y.13				0.714
Y.14				0.750
Z.2			0.761	
Z.3			0.836	
Z.4			0.805	
Z.5			0.791	
Z.6			0.818	
Z.7			0.721	

Question items that did not meet the outer loading value of >0.60, as per Ghazali & Latan (2020), were deemed invalid and discarded [12]. These items were subsequently retested. In this study, validity tests were conducted twice using the PLS-SEM algorithm to ensure the identification of valid and reliable question items.

TABLE 6: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work Discipline	0,531
Competence	0,526
Organizational Commitment	0,621
Employee Performance	0,566

b. Discriminant Validity

TABLE 7: Heterotrait-Monotrait (HTMT)

	Work Discipline	Competence	Organizational Commitment	Employee Performance
Work Discipline				
Competence	0,578			
Organizational Commitment	0,567	0,706		
Employee Performance	0,501	0,794	0,755	

Table 6 indicates that the HTMT values in this study are all below 0.90, suggesting that the discriminant measure used in this assessment accurately detects discriminant validity (Hair et al., 2019) [13]. As shown in the table, all correlations between the variables of work discipline, competence, organizational commitment, and worker performance are below 0.90. These results confirm that the variables of work discipline, competence, organizational commitment, and worker performance meet the criteria for discriminant validity.

c. Reliability Construct

TABLE 7: Cronbach's Alpha and Composite Reliability

	Cronbach alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Work Discipline	0,941	0,944	0,948
Competence	0,931	0,933	0,939
Organizational Commitment	0,877	0,880	0,907
Employee Performance	0,935	0,941	0,944

Table 7 demonstrates that both Cronbach's alpha and composite reliability values for the work discipline, competency, organizational commitment, and performance variables exceed 0.70. These high values indicate the reliability of the research instrument used in this study.

3. Inner Model (Evaluation of Structural Model)

A structural model (inner model) is used to predict the relationships between latent variables. To evaluate the structural model, several methods are employed, including hypothesis testing between variables, r-square, and f-square. Additionally, model fit evaluation is conducted to assess how well the proposed model fits the collected data.

TABLE 8: Fit Model

	Saturated Model	Estimated Model
SRMR	0,084	0,084
d_ ULS	8,679	8,679
d_G	6,076	6,076
Chi-square	2349,650	2349,650
NFI	0,531	0,531

Table 8 presents the Standardized Root Mean Square Residual (SRMR) value, which is 0.084. According to Ghazali (2018), an SRMR value less than 0.1 indicates a good fit between the model and the data. The Normal Fit Index (NFI) in this study was 0.531 [14]. Ghazali and Latan (2020) note that a higher NFI value, close to 1, indicates a better model [13]. The chi-square value obtained was 2349.650. This value must be greater than 0.05 for a good model fit.

R-square indicates the extent to which the independent (exogenous) variable explains the variation in the dependent (endogenous) variable. As noted by Hair et al. (2011), there are three categories for interpreting r-square values: 0.25 is considered weak, 0.50 is moderate, and 0.75 is strong [15].

TABLE 9: R-Square

	R-Square
Organizational Commitment	0,467
Worker Performance	0,651

Table 9 indicates that the R-squared value for the worker performance variable is 0.651, which suggests a moderate relationship. This confirms that the variables of work discipline, competence, and organizational commitment moderately influence worker performance by 65.1%. The remaining 34.9% of worker performance is likely influenced by factors not included in this study.

Similarly, the R-squared value for the work commitment variable, at 0.467, is also close to moderate. This implies that work discipline and competency variables explain 46.7% of the variation in work commitment. The remaining 53.3% of work commitment can be attributed to other factors beyond the scope of this research.

F-square indicates the magnitude of the influence of each independent (exogenous) and dependent (endogenous) variable. As noted by Hair et al. (2011), there are three categories for interpreting f-square values: 0.02 is considered low, 0.15 is moderate, and 0.35 is high [15].

TABLE 10: F-Square

	Work Discipline	Competence	Organizational Commitment	Employee Performance
Work Discipline				
Competence				
Organizational Commitment	0,083	0,358		
Employee Performance	0,000	0,408	0,192	

Table 10 reveals the influence of each research variable. Work discipline has a negligible influence on worker performance, with an f-square value of 0.000, falling below

the weak criterion of 0.02. Conversely, competence significantly influences worker performance, with an f-square value of 0.408, surpassing the strong criterion of 0.35. Work discipline also has a moderate influence on organizational commitment, with an f-square value of 0.083, exceeding the weak criterion. Furthermore, competence has a high influence on organizational commitment, with an f-square value of 0.358, reaching the high influence threshold of 0.35. Finally, organizational commitment has a moderate influence on employee performance, with an f-square value of 0.192, surpassing the moderate criterion of 0.15.

4. Hypothesis Testing

The research findings support the concept of organizational behavior, which suggests that worker performance is influenced by factors such as work discipline, competence, and organizational commitment. As noted by Wijaya (2017), organizational behavior is a field of study that examines individual and group behavior within organizations and its impact on performance, including individual, group, and organizational outcomes [3]. The results of this study further confirm the influence of work discipline, competence, and organizational commitment on worker performance.

The results of the first hypothesis test indicate that work discipline has no direct influence on performance. The path coefficient value of 0.016, t-statistic of 0.202, and significance of 0.840 demonstrate that work discipline has a minimal impact on performance. Other factors likely exert a more significant influence. According to one respondent, the applied sanctions are not consistent with the relevant rules, suggesting a lack of discipline. Additionally, the indicator of firmness reveals a lack of rigor in reprimanding, punishing, and taking disciplinary action. This may lead workers to perceive that sanctions and firmness are insufficient to address violations. Consequently, the research findings suggest that work discipline has a minor influence on performance compared to other variables. These results align with studies conducted by Made and Gede (2023) [16] and Jelly et al. (2024) [17], which found no direct effect of work discipline on employee performance. Based on these test results, hypothesis H1 is rejected, indicating that work discipline does not have a direct and significant impact on worker performance.

The second hypothesis test reveals a direct influence of competence on performance, with a path coefficient value of 0.520, a t-statistic of 4.449, and a significance of 0.000. These findings indicate that higher worker competence is associated with greater performance. According to respondents, they have effectively applied training outcomes and possess the necessary skills to utilize work tools. Aligning competencies with job roles and tasks is crucial for enhancing worker performance. The suitability of employee competencies and positions significantly impacts performance. This aligns with research conducted by Kuswanto et al. (2023) and Noer et al. (2023), which found a positive and significant relationship between competency and employee performance. Based on these test results, hypothesis H2 is accepted, confirming that competency has a direct and significant effect on worker performance [15].

The third hypothesis test reveals a direct influence of work discipline on organizational commitment, with a path coefficient value of 0.249. The t-statistic of 2.636 and significance of 0.008 indicate a significant relationship. This suggests that more disciplined workers are more likely to be committed to the organization. Leaders can set a positive example by arriving at work on time, which can influence subordinates to follow suit. Adhering to work discipline demonstrates commitment to the company. Workers may feel obligated to maintain discipline as a form of normative commitment. This research aligns with Wahab et al. (2023), who found that work discipline influences organizational commitment. Based on these test results, hypothesis H3 is accepted, confirming that work discipline has a direct and significant effect on organizational commitment [18].

The fourth hypothesis test reveals a direct influence of competence on organizational commitment, with a path coefficient value of 0.517. The t-statistic of 5.931 and significance of 0.000 indicate a strong relationship. This suggests that possessing appropriate competencies can enhance workers' commitment to the organization. Employees who are able to manage their emotions and maintain a positive attitude in the face of workplace challenges are more likely to

TABLE 11: Hypothesis Test Result

	Path Coefficient	T-Statistics	P-Values	VAF	Kesimpulan
Direct effect					
Disiplin Kerja → Kinerja Pekerja	0,016	0,202	0,840		H1 Ditolak
Kompetensi → Kinerja Pekerja	0,520	4,449	0,000		H2 Diterima
Disiplin Kerja → Komitmen Organisasi	0,249	2,636	0,008		H3 Diterima
Kompetensi → Komitmen Organisasi	0,517	5,931	0,000		H4 Diterima
Komitmen Organisasi → Kinerja Pekerja	0,355	3,413	0,001		H5 Diterima
Indirect effect					
Disiplin Kerja → Komitmen Organisasi → Kinerja Pekerja	0,088	2,194	0,028		H6 Diterima
Kompetensi → Komitmen Organisasi → Kinerja Pekerja	0,088	2,928	0,003		H7 Diterima
Total Effect					
Disiplin Kerja → Komitmen Organisasi → Kinerja Pekerja			0,868	0,92	H6 Diterima (Mediasi Penuh)
Kompetensi → Komitmen Organisasi → Kinerja Pekerja			0,003	0,54	H7 Diterima (Mediasi Parsial)

work hard. Assigning workers to positions that align with their competencies can foster a sense of appreciation, which can contribute to affective commitment. These findings align with research conducted by Kuswanto et al. (2023), Noer et al. (2023), and Jelly et al. (2024), which demonstrated the significant influence of competency on employee performance. Based on these test results, hypothesis H4 is accepted, confirming that competency has a direct and significant effect on organizational commitment.

The fifth hypothesis test shows a direct effect of organizational commitment on employee performance with a path coefficient value of 0.355. The t-statistic of 3.413 and significance of 0.001 indicate a significant relationship. This suggests that high organizational commitment among workers is associated with increased performance. Employees who are committed to working optimally for the progress of PT Pertamina Hulu East Kalimantan are more likely to exhibit improved performance. Employee commitment is a form of normative commitment that expresses a sincere desire to act based on the belief that the right course of action is right. These findings align with the research results of Kuswanto et al. (2023) and Noer et al. (2023), which highlight the significant positive impact of organizational commitment on employee performance. Based on these test results, hypothesis H5 is accepted, confirming that organizational commitment has a direct and significant effect on worker performance [19].

The analysis of the fifth hypothesis, examining the indirect influence of work discipline on performance through organizational commitment as an intervening variable, reveals a path coefficient value of 0.088. The t-statistic of 2.149 and significance of 0.028 indicate a significant relationship. Using the VAF method, the operational constraint index is a proxy function with a VAF value of 0.92, 92%. This suggests that organizational commitment significantly enhances the impact of work discipline on performance. Commitment fosters obedience to rules among workers (Sudarmanto, 2009) [20]. The commitment shown by workers compels them to adhere to regulations, leading to disciplined behavior. The role of organizational commitment as an intervening variable demonstrates that work discipline has a greater influence on performance. This research aligns with findings by Ismayanti et al. (2020), which indirectly indicate that work discipline, through organizational commitment, has a significant effect on employee performance. Therefore, hypothesis H6 is accepted, confirming that organizational commitment fully mediates the indirect and significant influence of work discipline on worker performance [21].

The seventh hypothesis test reveals an indirect influence of competence on worker performance through organizational commitment as an intervening variable, with a path coefficient value of 0.088. The t-statistic of 2.928 and significance of 0.003 indicate a significant relationship. The mediation effect analysis using the VAF method reveals a partial mediating role for organizational commitment, with a VAF value of 0.54 or 54%. This suggests that regardless of organizational commitment, competency can still influence performance. This research extends the findings of Widodo et al. (2021), who identified an indirect influence of employee competency

on performance through work discipline. Based on these test results, hypothesis H7 is accepted, confirming that organizational commitment partially mediates the indirect and significant effect of competency on worker performance [22].

V. OTHER RECOMMENDATIONS

- Increase the validity period of verbal warnings and SPs. The current validity period should be shortened by three months to expedite sanctions for repeated violations, especially among probationary workers. This increased firmness can indirectly improve work discipline.
- Enhance fairness. Implementing simple measures to promote fairness can make workers feel valued and improve work discipline. Sanctions should be applied consistently, not only to subordinates but also to superiors, ensuring equitable treatment.
- Develop employee competency. The company can enhance employee competency by conducting or adding training programs aligned with their positions and duties. The mediating role of organizational commitment, both partial and full, should be considered by conducting fair and transparent performance evaluations and facilitating career development. This can indirectly improve performance in addition to enhancing competency.
- Expand future research. Future research could involve a larger group of workers by combining multiple teams or functions. Additionally, consider adding or replacing variables and conducting comparative studies in other industrial sectors.

VI. CONCLUSION

This research focused on the Production & Project function at PT Pertamina Hulu East Kalimantan, involving 100 permanent employees as respondents. Findings reveal that organizational commitment fully mediates the relationship between work discipline and worker performance within this function. Hypothesis 6, "Work Discipline Influences Worker Performance Through Organizational Commitment as an Intervening Variable," is accepted. Organizational commitment plays a crucial role in influencing employee discipline and, consequently, performance. These results align with prior research indicating that work discipline indirectly influences employee performance through organizational commitment (Ismayanti et al., 2020) [21].

Additionally, organizational commitment partially mediates the relationship between competency and worker performance within the Production & Project function. Hypothesis 7, "Competence Influences Worker Performance Through Organizational Commitment as an Intervening Variable," is accepted. These findings suggest that regardless of organizational commitment, competency still influences performance. This research extends the findings of Widodo et al. (2021), which indicated that employee competency indirectly influences performance through work discipline [22].

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