

Efforts to Improve Employee Performance with the use of It, Work Discipline with Organizational Commitment as an Intervening Case Study at the Representative Bkbn Office of Central Java Province

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Abstract

The aim of this research is to analyze efforts to improve employee performance by using IT, work discipline with organizational commitment as an intervening case study at the Central Java Province BKKBN office. The sample for this research is the Pekalongan Residency Family Planning Counselor with a total of 90 respondents, using the SEM PLS analysis tool. The findings of this research are that there is a positive and significant influence between the use of IT on employee performance; There is a positive and significant influence between work discipline on employee performance and there is a significant positive influence between organizational commitment on employee performance.

Keywords: Use of IT, Work Discipline, Organizational Commitment and Employee Performance.

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INTRODUCTION

In the digital era, the use of information technology (IT) has become a vital necessity in increasing the effectiveness and efficiency of government organizational performance. BKKBN Central Java Province, as an institution that plays a role in population control and family development, is required to continue to improve the performance of its employees through implementing IT and strengthening work discipline. Organizational commitment acts as an intervening variable that can strengthen the influence of IT use and work discipline on employee performance. This research aims to analyze how the use of IT and work discipline can improve the performance of Central Java Province BKKBN employees with organizational commitment as an intervening variable.

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. At the Central Java Province BKKBN, employee performance is a crucial factor in achieving organizational goals in population and family planning program services.

The important role of employee performance in the context of this research includes several aspects: As an indicator of the success of implementing information technology in organizational work processes, a reflection of the level of employee discipline in carrying out their duties and obligations. Manifestation of employee organizational commitment. Increasing employee performance through the use of IT and strengthening work discipline, mediated by organizational commitment, is expected to optimize Central Java Province BKKBN services to the community. This includes time efficiency, data accuracy and better service quality.

The use of information technology (IT) in the context of this research refers to the use of information systems, software and digital infrastructure used in the operations of the Central Java Province BKKBN. IT implementation is the key in transforming work processes from manual systems to digital systems that are more efficient and scalable.

The important role of IT in this research is reflected in several fundamental aspects. First, IT functions as an enabler that allows employees to complete tasks more quickly and accurately. Second, IT

acts as a control system that helps monitor and evaluate employee performance in real-time. Third, IT supports more precise and measurable data-based decision making.

In the context of the BKKBN of Central Java Province, the use of IT is not just about modernizing work systems, but is also a catalyst in creating a digital work culture that is more professional and results-oriented. This is expected to encourage an increase in overall employee performance. The use of information technology (IT) has a significant positive influence on employee performance because it is able to create efficiency and effectiveness in carrying out daily tasks. IT helps employees speed up data processing, increase accuracy in work, and facilitate coordination between parts of the organization. With an integrated information system, employees can access the data and information they need quickly, reduce work redundancy, and minimize errors in decision making. This has a direct impact on increasing work productivity, the quality of the output produced, and achieving more optimal work targets. Furthermore, the use of IT encourages innovation in work methods and increases employees' abilities in completing complex tasks, which ultimately contributes positively to improving overall employee performance.

Work discipline is the attitude and behavior of employees in complying with work regulations and procedures set by the organization. In the context of this research, work discipline is a fundamental factor that influences the performance of Central Java Province BKKBN employees. The important role of work discipline is reflected in compliance with working hours, compliance with IT usage procedures, and consistency in carrying out tasks according to established standards. High work discipline encourages the creation of an orderly, efficient and professional work environment, so that it can optimize the use of IT and support the achievement of organizational goals effectively.

Work discipline has a significant positive influence on employee performance because it reflects the employee's responsibility and seriousness in carrying out their duties. When employees have high work discipline, they tend to be more punctual in completing work, comply with applicable procedures and regulations, and be consistent in maintaining the quality of their work. This disciplined attitude encourages efficiency in the use of time and resources, reduces the level of errors in carrying out tasks, and increases work productivity. Apart from that, good work discipline also creates a professional and orderly work atmosphere, which in turn contributes to improving overall employee performance, so that organizational goals can be achieved more optimally.

The aim of this research is to analyze efforts to improve employee performance by using IT, work

discipline with organizational commitment as an intervening case study at the BKKBN representative office of Central Java Province.

Literature Review and Hypothesis Development Employee Performance

Mangkunegara (2019) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Rivai & Sagala (2018), performance is the real behavior displayed by each person as work achievement produced by the employee according to their role in the organization. Sedarmayanti (2020), performance is a translation of performance which means the results of the work of a worker, a management process or an organization as a whole, where the results of the work must be able to be demonstrated in a concrete and measurable manner.

Hasibuan (2018), performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Robbins & Judge (2017), performance is the final result of an activity. Whether that activity is hours of practice before a concert or performing work obligations as efficiently and effectively as possible, performance is what results from that activity.

Employee performance is a manifestation of the work results achieved by an employee in carrying out his duties and responsibilities in the organization. This performance can be measured both in quality and quantity, which reflects work performance in a certain time period. Performance is also concrete evidence of an employee's skills, experience and seriousness in working. Achievement of this performance must be proven in a real and measurable manner in accordance with the standards set by the organization.

Employee performance indicators in an organization can be measured through several important, interrelated aspects. According to Robbins & Judge (2017), performance indicators include work quality which shows the level of accuracy, thoroughness and tidiness of work results; work quantity which reflects the amount of output or target achievement; punctuality in completing tasks according to deadlines; effectiveness in using organizational resources; and independence in working without excessive assistance or supervision. Meanwhile, Mathis & Jackson (2016) added indicators in the form of the ability to work together as shown through working relationships with colleagues and superiors, as well as attendance which shows the level of employee discipline. Bernardin & Russell (2018) strengthen it with indicators of creativity in solving problems and developing new ideas, as well as responsibility for completing tasks and achieving organizational goals. A similar opinion was expressed by Mangkunegara (2019) who emphasized the aspects of

compliance with organizational regulations and ability in decision making.

Use of IT

Harington, J. (2017) Information technology is a tool used to collect, store, process and transmit data to produce information that is useful in supporting decision-making processes and organizational activities. Laudon, K. C., & Laudon, J. P. (2020) Information technology includes all infrastructure, hardware, software, and procedures used to support and manage information in an organization. IT is used to digitize information and facilitate communication within the organization and between organizations. Turban, E., Volonino, L., & Wood, G. (2018) Information technology is a combination of hardware, software, data, and procedures used to manage and process information in organizations to support operations, management, and retrieval decision. So Information Technology (IT) is a system that involves hardware, software, and data to manage information that supports decision making, operational efficiency, and communication within an organization. IT is a very important foundation for managing data and information that can improve organizational performance and effectiveness.

Indicators of the use of Information Technology (IT) in an organization can be measured through several key aspects, such as: operational efficiency, better decision making, improved communication, and effective data management. Operational efficiency is reflected in how quickly and accurately IT can speed up business processes and reduce human error. Better decision making is related to IT's ability to provide relevant and timely information that supports strategic and tactical decisions within the organization. Improved communication, both internal and external, is another important indicator, where IT enables faster and more efficient exchange of information through various digital platforms. Finally, effective data management assesses how well an organization can store, process and secure data using IT-based systems, ensuring information is available accurately and securely. These indicators describe the impact of IT on overall organizational performance.

Work Discipline

Robbins, S.P. (2001), Work discipline is actions related to compliance with the rules, policies and procedures established by the organization. Work discipline includes the extent to which an employee follows and obeys the regulations that apply in his work environment. Chiaburu, D.S., & Harrison, J.K. (2008), Work discipline is the management of individual behavior in an organization which aims to maintain acceptable standards of behavior in accordance with organizational policies. This work discipline is not only related to compliance with rules but also to individual motivation to work in accordance with organizational goals. Sutrisno, E. (2016), Work discipline is an attitude

or behavior that reflects a person's sincerity, responsibility and loyalty towards obligations and work that must be carried out in accordance with the provisions applicable in the workplace. Work discipline is closely related to the performance results achieved by employees in the organization. Luthans, F. (2011) Work discipline refers to a set of actions implemented to ensure that employees follow an organization's rules, policies, and procedures. Work discipline can also function as a tool to encourage employees to improve their performance and productivity in achieving organizational goals.

Work discipline indicators include several important aspects that reflect the level of employee compliance and commitment to the rules and procedures that apply in the organization. Some of the main indicators of work discipline are punctuality, which measures how consistently an employee adheres to work schedules and task deadlines; quality and quantity of work, which shows how well and how much work is done according to the organization's standards; compliance with regulations, which includes the extent to which employees follow organizational norms and policies, such as work attire, attendance and other work ethics; as well as initiative and responsibility, which describes the proactive attitude of employees in completing tasks without the need for close supervision. These indicators are important in assessing the effectiveness of work discipline, which in turn affects the overall performance of the organization.

The Influence of IT use on Employee Performance

The use of Information Technology (IT) can have a significant influence on employee performance in an organization. One of the main impacts of IT on performance is increasing efficiency in work. With IT tools, such as project management software, information systems, and productivity applications, employees can manage their tasks more quickly and accurately. For example, using applications for automatic scheduling, data processing, or reporting can reduce the time needed to complete administrative work, so employees can focus more on strategic tasks that have a direct impact on organizational goals.

Apart from efficiency, IT also improves employees' ability to communicate and collaborate. With IT-based communication tools, such as email, video conferencing platforms, and online collaboration systems (such as Microsoft Teams or Google Workspace), employees can work more connected, even when separated by physical distance. This improved collaboration allows teams to share information and complete tasks more effectively, even in remote or distributed work situations. This also speeds up decision making because the necessary information can be accessed easily and quickly.

On the other hand, the use of IT can also support employee skills development. Online or e-learning based training allows employees to continue to improve their competencies without having to leave the workplace or take part in face-to-face training which may take time. IT enables organizations to provide training more flexibly and affordably, which in turn increases the quality and quantity of employee output. However, the impact of IT on performance also depends greatly on the level of employee adoption and understanding of the technology used. Employees who have the ability to use technology well tend to be more productive and can utilize IT to improve their performance. On the other hand, if employees are not well trained or comfortable with technology, this can be an obstacle to improving their performance. Therefore, appropriate training and support is essential to ensure that IT is used optimally to support employee performance.

H1: *The use of IT has a significant positive effect on employee performance*

The Influence of Work Discipline on Employee Performance

Work discipline has a huge influence on employee performance in an organization. When employees have a high level of discipline, they tend to be more organized in carrying out their duties and follow the rules set by the organization. This discipline includes aspects such as punctuality, compliance with work procedures, and responsibility for completing work. Disciplined employees are less likely to be late for meetings, absent less often, and more consistent in completing tasks within the specified time. This directly increases their productivity and work efficiency. Apart from that, work discipline is also related to the quality of work. Employees who have high work discipline will tend to be more careful and thorough in carrying out their duties, which reduces the possibility of errors. Compliance with established standards makes work results more in line with organizational expectations. Work discipline also creates a more orderly and harmonious work environment, which contributes to creating an atmosphere conducive to better performance. On the other hand, work discipline plays an important role in developing an attitude of responsibility among employees. Disciplined employees will be better able to manage their time and resources effectively, reduce procrastination, and ensure that each task is completed optimally. Discipline also encourages employees to be more responsible for the tasks assigned, which leads to better performance. With a high level of discipline, employees are more likely to work with full commitment and give their best in their work, which in turn improves individual and overall organizational performance. Overall, work discipline not only has an impact on individual performance but also on the performance of the team and the organization as a whole. When all employees apply good work discipline, organizational productivity increases, and achieving the organization's long-term goals becomes easier to achieve.

Work discipline has a significant positive influence on employee performance, because it provides a basis for employees to work in an orderly, structured and responsible manner. Disciplined employees tend to be more consistent in carrying out their duties, adhere to schedules, and follow the rules and procedures set by the organization. With good discipline, employees are able to complete tasks on time, reduce errors, and increase overall productivity. Discipline also strengthens a sense of responsibility, so that employees are more proactive and have a high commitment to achieving work targets. This in turn improves the quality of work and results achieved by employees, as well as supporting the achievement of organizational goals more effectively. In other words, strong work discipline not only improves individual performance, but also contributes to improving overall organizational performance.

H2: *Work discipline has a significant effect on employee performance*

The Influence of Organizational Commitment on Employee Performance

Organizational commitment has a huge influence on employee performance, because a high level of commitment encourages employees to work harder, contribute optimally, and show loyalty to the goals and values of the organization. Employees who have a strong commitment to the organization tend to have a high sense of responsibility for their work. They not only focus on the assigned tasks, but also strive to improve overall performance for the success of the organization. This is directly related to productivity, because employees who are connected to organizational goals will work more efficiently and strive to achieve the targets that have been set.

Apart from that, organizational commitment also plays a role in improving the quality of work. Employees who feel emotionally connected to the organization will care more about the results of their work and strive to achieve higher standards. They tend to be more thorough in completing tasks, reduce errors, and improve the quality of the output produced. This sense of belonging to the organization encourages employees to give their best in every aspect of their work, so that overall, the quality of employee performance increases. Organizational commitment also has an impact on employee loyalty to the organization, which can reduce employee turnover rates. Employees who have high commitment are more likely to stay in the organization for a long time and do not easily move to another workplace. This reduces the costs spent on recruiting and training new employees, and creates stability within the team which ultimately has a positive impact on organizational performance. Employees who feel valued and committed to the organization will be more motivated to work with dedication, which in turn supports the achievement of the organization's long-term goals.

Overall, high organizational commitment improves employee performance both in terms of productivity, work quality and loyalty. Employees who feel connected to the organization's vision and mission are more likely to make a significant contribution to achieving organizational goals, which directly improves the performance of the organization itself.

Organizational commitment has a significant positive influence on employee performance. When employees have high commitment to the organization, they tend to work with dedication, show loyalty, and strive to achieve organizational goals to the maximum. This commitment increases employee motivation to work harder and more efficiently, because they feel connected emotionally and professionally to the organization's vision and mission. Employees who have high commitment are also more likely to maintain the quality of their work, comply with the rules, and try to improve their performance on an ongoing basis.

In addition, organizational commitment reduces employee turnover rates, which means fewer employees leave the organization. This provides benefits to the organization, as team stability and employee experience can contribute to increased operational efficiency and effectiveness. Employees who are loyal to the organization also tend to have a greater sense of responsibility, which encourages them to achieve better results and meet set targets. Thus, strong organizational commitment not only improves individual performance, but also has a positive impact on the overall performance of the organization.

H3: *Organizational commitment has a significant positive effect on performance*

The influence of IT use on Organizational Commitment

The use of Information Technology (IT) can have a significant influence on organizational commitment. One of the impacts is increasing the efficiency of communication and collaboration between members of the organization. With an IT system that supports fast and easy communication, such as email, collaboration platforms, and project management applications, employees can feel more connected to the goals of the organization and fellow colleagues. IT enables better coordination within teams, which in turn strengthens employees' emotional and professional ties to the organization. This smooth communication and transparency of information increases a sense of belonging and job satisfaction, which supports long-term commitment to the organization. Apart from that, IT also makes it easy to access the information and resources needed to complete tasks. With an information management system and IT-based tools, employees feel more supported in achieving their goals. This sense of convenience increases employee loyalty because they feel the organization provides the right tools to help them grow and succeed. When employees feel the

organization is invested in providing IT that supports their work, they tend to be more committed to doing good work and loyal to the organization.

On the other hand, effective use of IT in organizations also plays a role in creating a more flexible work environment, such as the ability to work remotely or access to online training and development. This gives employees a greater sense of control over their work and helps them adapt to personal and professional needs. This flexibility increases job satisfaction and strengthens commitment to the organization, because employees feel valued and given room to develop.

Overall, the right use of IT can strengthen organizational commitment by improving communication, support in work, as well as creating a more flexible work environment and supporting employee development. When employees feel that IT helps them achieve their professional goals, commitment to the organization will increase.

H4: *The use of IT has a significant positive effect on organizational commitment.*

The influence of Work Discipline on Organizational Commitment

Work discipline has a significant positive influence on organizational commitment because discipline creates a structured, orderly and productive work environment. Employees who are disciplined in carrying out their duties will be more compliant with the rules and procedures set by the organization. This compliance not only has an impact on operational efficiency, but also creates a work atmosphere that is conducive to achieving organizational goals. When employees see that the organization prioritizes compliance with rules and standards, they tend to feel more connected to the organization's values and goals, which increases their sense of responsibility towards their work.

Apart from that, high work discipline shows employee commitment to the organization. Employees who are always punctual, diligent and responsible tend to have a strong sense of loyalty to the organization. When employees feel that their discipline is appreciated and recognized, they will feel more connected to the organization and more committed to supporting the organization's long-term success. Good work discipline also encourages employees to focus more on achieving organizational goals, which contributes to achieving better and more consistent performance.

Work discipline also strengthens employees' sense of professionalism and responsibility towards their duties. Disciplined employees feel they have an important role in the organization and put more effort into completing work with the best quality. This sense of belonging strengthens employee commitment, because they feel valued and included in the organization's goals.

With a high level of discipline, employees will be more dedicated and motivated to provide their best contribution, which ultimately improves performance and strengthens their commitment to the organization.

H5: *Work discipline has a significant positive effect on organizational commitment*

The description above can be used to develop an empirical model as shown in Figure 1 as follows:

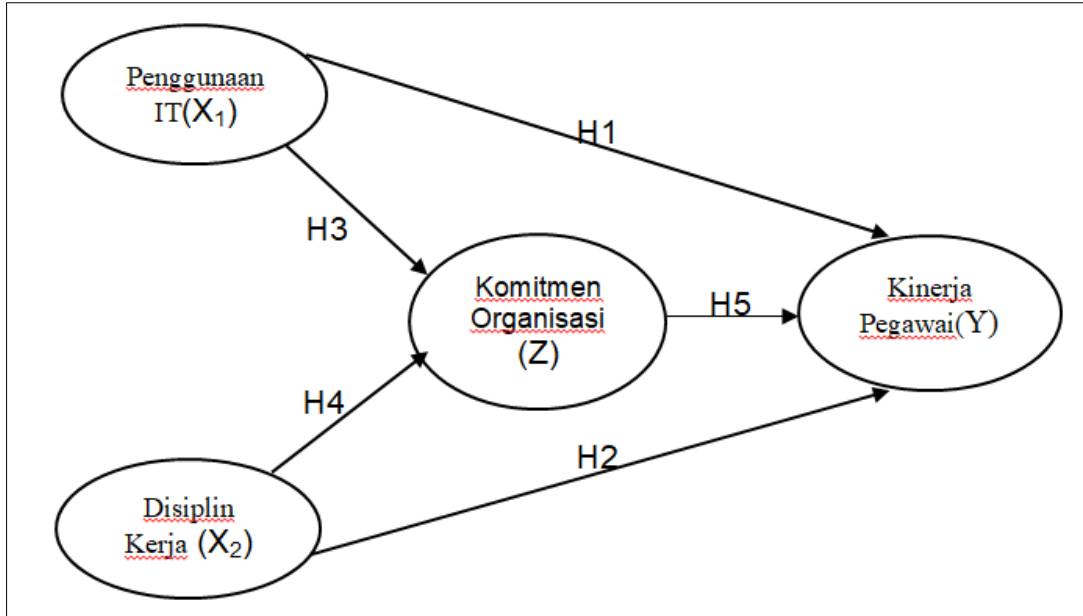


Figure 1: Developing Empirical Models

RESEARCH METHODS

Population and Sample

Mangkunegara, A.A. Anwar Prabu (2019) defines the entire research object as consisting of people, objects or events that have certain characteristics that can be used as a source of data in a study. The population of this research is the BKKBN office of Central Java Province. The sampling technique used is non-random sampling because the population size is unknown. Sampling A portion of the population that is considered to represent the entire population and is used to obtain

information in research. The number of respondents reported was 90 people.

Method of Collecting Data

This research is a type of quantitative research with primary data. For primary data, the data collection method is through distributing questionnaires. Which was distributed to the Central Java Province BKKBN office. A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent for the respondent to answer, Sugiyono (2018). The available scale options are:

Table I: Likert scale

Answer Type	Score
Strongly agree	5
Agree	4
Disagree	3
Don't agree	2
Strongly Disagree	1

Population, Sample, and Sampling

The population of this study were health workers who worked at the Buaran District and Kedungwuni District Health Centers. The samples taken were 84 health workers with the status of midwives and nurses.

Operational Definition

Operational definitions for this research are presented in Table 1 below.

Table 2: Operational Definitions of Variables

Variable	Operational definition	Indicator
Use of IT	Information Technology (IT) use refers to the way information technology is applied and used within an organization or individual to support specific goals.	<ol style="list-style-type: none"> 1. HR 2. Technology Infrastructure and Resources 3. Organizational Management and Support 4. Culture and Organizational Change 5. Security and Privacy 6. Technology and Innovation 7. External and Environmental 8. Costs and Benefits
Compensation	Work discipline is the application of rules, procedures, or norms that are expected to be followed by employees or members of an organization in carrying out their duties or work consistently, on time, and in accordance with established standards.	<ol style="list-style-type: none"> 1. Leadership and Management 2. Motivation and Job Satisfaction 3. Work environment 4. Reward and Punishment 5. Individual Factors
Organizational Commitment	organizational commitment is directly related to individual involvement and contribution in achieving the organization's long-term goals, as well as its impact on job satisfaction, performance and employee retention.	<ol style="list-style-type: none"> 1. Trust in Management 2. Job Satisfaction 3. Career Development Opportunities 4. Awards and Recognition 5. Social Relations in the Workplace 6. Clarity of Roles and Responsibilities 7. Leadership style
Performance	The quality and quantity of work results achieved by employees in carrying out their duties according to their responsibilities. Employee performance is very important for the organization, because it determines the success of achieving goals and optimizing the company's resources.	<ol style="list-style-type: none"> 1. Quality of Work 2. Working quantity 3. Punctuality 4. Initiative 5. Compliance 6. Teamwork 7. Customer satisfaction

Data Analysis Techniques

This research uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis technique with Smart PLS 3.0 software. PLS is used to explain whether there is an influence between latent variables (*prediction*). External model assessment was carried out by evaluating internal consistency, convergent validity, and discriminant validity according to the procedures described by Hair Jr. *et al.*, (2021). Internal consistency was examined using two measures, namely Cronbach's alpha and Composite Reliability, with the minimum value required being 0.60.

Convergent validity is measured through factor loading values, which must be greater than 0.70 for a valid indicator, while indicators with factor loading values between 0.40 and 0.70 may be retained if their deletion reduces the reliability of the composite. Discriminant validity was tested using the Fornell-Larcker criterion (FLC) and Heterotrait-Monotrait ratio (HTMT). A construct is said to meet discriminant validity based on FLC if the square root of the Average Variance Extraction (AVE) of the construct is greater than the correlation between constructs, and the HTMT value must be less than 0.85.

RESULTS AND DISCUSSION

Evaluation of the indicator measurement model includes individual examination *item reliability*, *internal consistency* or *composite reliability*, *average variance extracted*, And *discriminant validity*. The first three measurements are grouped in *convergent validity*.

Convergent Validity

Convergent validity consists of three tests, namely *reliability item* (validity of each indicator), *composite reability*, and *average variance extracted* (AVE). *Convergent validity* used to measure how much existing indicators can explain dimensions. This means it's getting bigger *convergent validity* the greater the dimension's ability to apply its latent variables.

a. Reliability Item

Reliability items or what we usually call indicator validity. Testing against *reability item* (indicator validity) can be seen from the value *loading factor* (*standardized loading*). The loading value of this factor is the magnitude of the correlation between each indicator and its construct. Mark *loading factor* above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator for measuring the construct. Nonetheless, value *standardized loading factor* above 0.5 is acceptable. Meanwhile value

standardized loading factor below 0.5 can be excluded from the Chin (1998) model.

Here are the values *reability item* which can be seen in the column *standardized loading* :

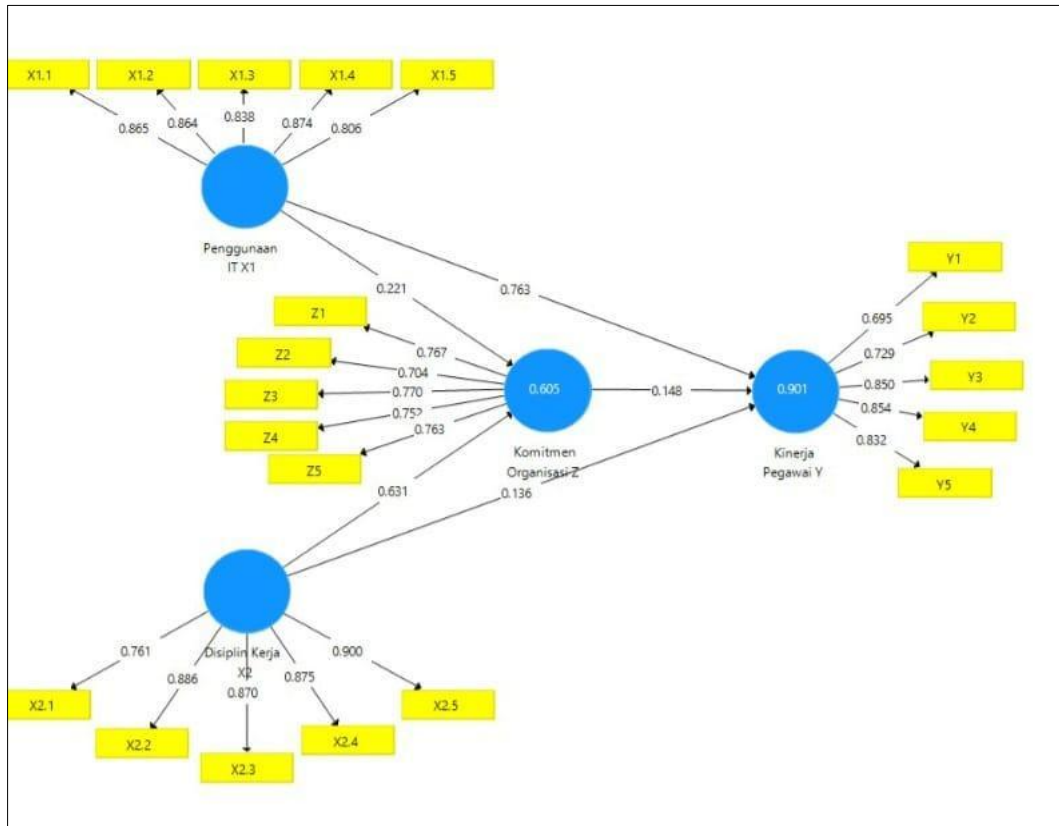


Figure 1: Standardized Loading Factor Inner and Outer Model

From the picture above it can be seen that the entire loading is worth more than 0.5 so there is no need to set it aside. Thus, each indicator is valid to explain each latent variable, namely competence, compensation, motivation and performance.

b. Composite Reliability

Statistics used in *composite reliability* or construct reliability is Cronbach's alpha and D.G rho

(PCA). *Cronbach's alpha* measures the lower limit of the reliability value of a construct, meanwhile *composite reliability* measuring the true value of the reliability of a construct. *Rule of thumb* used for value *composite reliability* greater than 0.6 as well as value *cronbach's alpha* greater than 0.6. With this measurement, if the value achieved is > 0.60, it can be said that the construct has high reliability.

Table 3: Results Composite Reliability

	Cronbach's Alpha
Work Discipline	0.911
Employee Performance	0.854
Organizational Commitment	0.810
Use of IT	0.904

Source: 2024 Data Processing Results

Based on table 3 above, it shows that the value *composite reliability* for work discipline 0.911; employee performance of 0.854; organizational commitment of 0.810; IT use was 0.904. The latent fourth obtains a value *cronbach's alpha* above 0.6 so it can be said that all factors have good reliability or dependability as a measuring tool.

Average Variance Extracted (AVE) describes a quantity *variance* that can be explained by the items compared to the variance caused by *error* measurement. The standard is if the AVE value is above 0.5 then it can be said that the construct has *convergent validity* the good one. This means that the latent variable can explain more than half on average *variance* from the indicators.

Table 4: Results Average Variance Extracted (AVE)

Research variable	Average Variance Extracted (AVE)
Work discipline	0.739
Employee performance	0.632
Organizational commitment	0.565
Use of IT	0.722

Source: 2024 Data Processing Results

Based on table 4 above, it shows that the AVE value for work discipline is 0.739; employee performance of 0.632; organizational commitment of 0.565; IT use was 0.722. The four variables have an AVE that is above 0.5 so the construct has *convergent validity* which is good where the latent variable can explain on average more than half *variance* from the indicators.

cross loading and comparing the AVE value with the squared correlation between constructs. Size *cross loading* is to compare the correlation of indicators with their constructs and constructs from other blocks. *Discriminant validity* A good one will be able to explain the indicator variable at a higher level than explaining the variance of other construct indicators.

1. Discriminant Validity

Inspection *discriminant validity* of the reflective measurement model that is assessed based on

Here are the values *discriminant validity* for each indicator.

Table 5: Discriminant Validity

Indicator	Work Discipline	Employee Performance	Organizational Commitment	Use of IT
X1.1	0.441	0.850	0.467	0.865
X1.2	0.387	0.854	0.448	0.864
X1.3	0.558	0.832	0.574	0.838
X1.4	0.542	0.835	0.551	0.874
X1.5	0.488	0.626	0.403	0.806
X2.1	0.761	0.516	0.583	0.450
X2.2	0.886	0.533	0.683	0.443
X2.3	0.870	0.596	0.663	0.488
X2.4	0.875	0.638	0.636	0.542
X2.5	0.900	0.636	0.682	0.513
Y1	0.718	0.695	0.649	0.509
Y2	0.707	0.729	0.693	0.513
Y3	0.441	0.850	0.467	0.865
Y4	0.387	0.854	0.448	0.864
Y5	0.558	0.832	0.574	0.838
Z1	0.757	0.640	0.767	0.500
Z2	0.432	0.447	0.704	0.342
Z3	0.476	0.562	0.770	0.481
Z4	0.473	0.416	0.752	0.386
Z5	0.618	0.484	0.763	0.432

Source: 2024 Data Processing Results

Based on table 5 above, it shows that the value *discriminant validity* or *loading factor* for each variable has a higher correlation with the variable compared to other variables. Likewise with the indicators for each variable. This shows that the placement of indicators on each variable is correct.

(exogenous). This is useful for predicting whether the model is good/bad. Results *r-square* for endogenous latent variables of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad) (Juliandi, 2018).

Inner Model Analysis

R-square is a measure of the proportion of variation in values that is influenced (endogenous) that can be explained by the variables that influence it

Based on data processing that has been carried out using the smartPLS 3.0 program, values are obtained *R-Square* which can be seen in the following figure and table:

Table 6: R Results²

	R Square	R Square Adjusted
Employee Performance	0.901	0.897
Organizational Commitment	0.605	0.596

Source: 2024 Data Processing Results

From the table above it is known that the influence of X1, , and 1% is influenced by other variables. Furthermore, the influence of X1 and

Hypothesis Testing

This test is to determine the path coefficients of the structural model. The goal is to test the significance

of all relationships or test hypotheses. Hypothesis testing in this research is divided into direct influence and indirect influence. Based on data processing that has been carried out using the smartPLS 3.0 program, images of the results of direct and indirect influence hypothesis testing can be seen in the figure *path coefficient* the following:

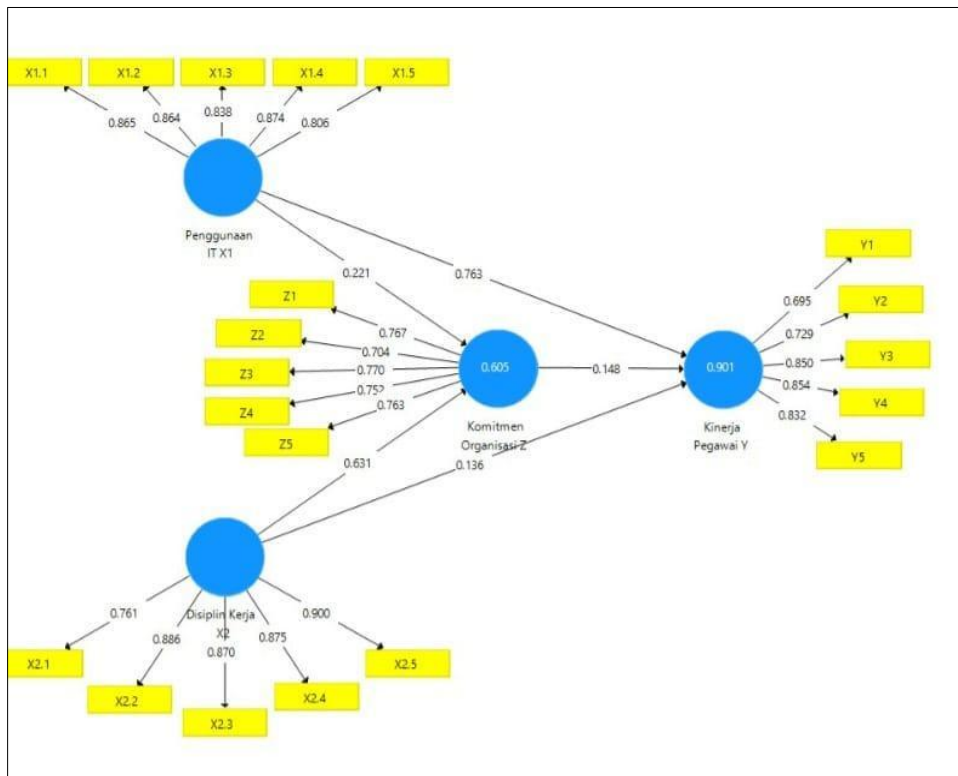


Figure 2: T-Value

The results of the direct influence hypothesis test can be seen in the table *path coefficient* the following:

Table 7: Path Coefficient

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work discipline-> Employee Performance	0.136	0.055	0.045	0.014
Work discipline -> Organizational commitment	0.631	0.094	0.043	0.000
Organizational commitment -> Employee performance	0.148	0.055	0.092	0.008
Use of IT -> Employee performance	0.763	0.058	0.091	0.000
Use of IT -> Organizational commitment	0.221	0.102	0.101	0.031

Source: 2024 Data Processing Results

Based on Table 7, it can be stated that testing the hypothesis that work discipline on employee performance has a path coefficient of 0.136. This influence has a probability value (p-values) of 0.014 < 0.05, meaning that work discipline has a significant

effect on employee performance. The influence of work discipline on organizational commitment has a path coefficient of 0.631. This influence has a probability value (p-value) of 0.000 < 0.05, meaning that work discipline has a significant effect on organizational

commitment. The influence of organizational commitment on employee performance has a path coefficient of 0.148. This influence has a probability value (p-values) of $0.008 < 0.05$, meaning that organizational commitment has a significant effect on employee performance. The influence of IT use on employee performance has a path coefficient of 0.763. This influence has a probability value (p-values) of $0.000 < 0.05$, meaning that the use of IT has a significant effect on employee performance. The influence of IT use

on organizational commitment has a path coefficient of 0.221. This influence has a probability value (p-values) of $0.031 < 0.05$, meaning that the use of IT has a significant effect on organizational commitment.

Indirect Testing

The indirect influence between the independent variable and the dependent variable in this research can be stated as follows:

Table 8: Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work discipline-> Organizational commitment-> Employee performance	0.093	0.087	0.040	2.309	0.021
Use of IT->Organizational commitment->Employee performance	0.033	0.029	0.017	1.892	0.049

Source: PLS 3.00

Based on Table 8 above, it can be stated that the hypothesis test is that the influence of work discipline on employee performance through organizational commitment has a path coefficient of 0.093. This influence has a probability value (p-values) of $0.021 < 0.05$, meaning that organizational commitment is able to mediate the influence of work discipline on employee performance and the influence of IT use on employee performance through organizational commitment has a path coefficient of 0.33. This influence has a probability value (p-values) of $0.049 < 0.05$, meaning that organizational commitment is able to mediate the influence of IT use on employee performance.

DISCUSSION

The findings in this research are regarding the suitability of theory to research, opinions and previous research that have been put forward by the results of previous research as well as behavioral patterns that must be carried out to overcome these things. The following is a discussion of the analysis of the findings of this research as follows:

The Effect of IT Use on Employee Performance

From the results of the hypothesis testing analysis, the effect of IT use on employee performance has a path coefficient of 0.763. This influence has a probability value (p-values) of $0.000 < 0.05$, meaning that the use of IT has a significant effect on employee performance. This shows that the use of IT is able to improve employee performance at the Central Java Province BKKBN office where the results of this research are in line with the results of previous research conducted by (Sari, P. K., & Raharja, S. U. J. Year: 2019)

The Influence of Work Discipline on Performance

From the results of the hypothesis testing analysis, work discipline on employee performance has a path coefficient of 0.136. This influence has a probability value (p-value) of $0.014 > 0.05$, meaning that the influence of discipline has a significant effect on employee performance. This shows that work discipline can improve employee performance at the BKKBN office in Central Java Province. Where the results of this research are in line with the results of previous research conducted by Pratama, Aditya: 2021, Widodo, Suparno Eko, 2020

The Influence of Work Discipline on Organizational Commitment

From the results of the hypothesis testing analysis, the influence of work discipline on organizational commitment has a path coefficient of 0.631. This influence has a probability value (p-values) of $0.000 < 0.05$, meaning that work discipline has a significant effect on organizational commitment. This shows that work discipline is able to increase organizational commitment at the Central Java Province BKKBN office. The results of this research are in line with the results of previous research conducted by (Nurlaila, Fitri Year: 2022), proving that work discipline has a significant influence on organizational commitment

The Influence of Organizational Commitment on Employee Performance

From the results of the hypothesis testing analysis, the influence of organizational commitment on employee performance has a path coefficient of 0.148. This influence has a probability value (p-values) of $0.008 < 0.05$, meaning that organizational commitment has a significant effect on employee performance. This shows that high organizational commitment can improve

employee performance at the BKKBN office in Central Java Province. The results of this research are in line with the results of previous research conducted by (Sutrisno, E., & Tjahjono, H. K. Year: 2020), proving that organizational commitment has a significant influence on employee performance.

The Influence of IT use on Organizational Commitment

From the results of the hypothesis testing analysis, the influence of IT use on organizational commitment has a path coefficient of 0.221. This influence has a probability value (p-values) of $0.031 < 0.05$, meaning that the use of IT has a significant effect on organizational commitment. This shows that high use of IT is able to increase organizational commitment among BKKBN office employees in Central Java Province. The results of this research are in line with the results of previous research conducted by Ali, Z., Mahmood, B., & Mehreen, A. Year: 2019, Suhartanto, D., & Leo, G. Year: 2018, proves that the use of IT has a significant positive influence on organizational commitment.

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