THE INFLUENCE OF WORK DISCIPLINE ON EMPLOYEE COMMITMENT THROUGH WORK CULTURE AT EMPLOYEES OF PT.PLN (PERSERO) CUSTOMER SERVICE IMPLEMENTING UNIT (UP3) PALU

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ABSTRACT

This research aimed to determine the influence of work discipline on organizational commitment through work culture at PT. PLN (Persero) Executive Customer Service Management Unit Palu. This was a correlational research. The research sample was all employees at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu with 154 employees. This research used the Structural Equation Modelling (SEM) method, which is operated by SMART-PLS. The results of this research indicate that 1) Work discipline has a significant influence on employee commitment at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu, 2) Work discipline has a significant influence on work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu, 3) Work culture has a significant influence on employee commitment to PT. PLN (PERSERO) Executive Customer Service Management Unit Palu, 4) Work discipline influence employee commitment mediated by work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.

Keywords: Work Discipline, Employee Commitment, Work Culture.

INTRODUCTION

Managing human resources in an organization is not an easy thing to do. A common measurement to see how successful an organization is in managing human resources is to look at the commitment of each individual employee and of course there must be a benchmark. Quality Human Resources (HR) is a priority and the main requirement of every company. Every company will certainly try to get great and quality human resources in order to support effectiveness in the work of a company in achieving its goals.

Many organizations or companies pay little attention to the commitment or loyalty of their employees so that human resources are less than optimal. Organizations or companies should when recruiting should choose candidates who are highly committed to the company, this is intended to detect workers who are less than optimal early on so that nothing can harm the organization or company. This research chose PT. PLN (PERSERO) Executive Customer Service Management Unit Palu as a research subject because it is one of the strategic companies that takes care of all aspects of electricity in Indonesia. PT. PLN (PERSERO) Executive Customer Service Management Unit Palu is one of the State-Owned Enterprises (BUMN), which takes care of all aspects of electricity, especially in the province of Central Sulawesi.

PT. PLN (PERSERO) Executive Customer Service Management Unit Palu depends on employee work discipline. According to Rumoning (2018) that work discipline is a management action to encourage members of the organization to meet the demands of various provisions. Therefore, to increase employee work commitment, the leadership of PT. PLN (Persero) Executive Customer Service Management Unit Palu needs to pay attention to leadership methods, how to behave

towards subordinates under certain conditions, two-way communication with subordinates, and delegation to subordinates (Oupen et al., 2020).

Work discipline is the ability and attitude in self-control to comply with a regulation that has been given by the company in order to achieve goals. According to Wahyudi (2019). According to Sinambela (2021) Work discipline is a person's ability to work regularly, diligently continuously and work according to applicable rules and not violate the established rules.

According to Putra, *et al* (2016) the dimensions for measuring work discipline are as follows:

a. Work rules, namely employees' understanding of regulations and following the guidelines set by the company. The dimensions of work rules can be measured through: Arriving on time before the set working hours, never being late for work, always returning to rest according to the set time, always going home from work according to the set time, always carrying out tasks according to what was ordered, able to complete the work given in a timely manner, and do the task seriously.

b. Work ethics, which are values that are held by both individuals as workers and management as regulators/regulations at work. The dimensions of work ethics can be measured through: Working passionately, prioritizing fairness, working to be a useful person, making the best possible use of time for work, being friendly to fellow employees, being friendly to superiors and subordinates, being honest in carrying out work, and being responsible answer with the work given. According to Wahyudi dan Tupti (2019), the factors that affect work discipline can generally be divided into two, namely factors from within the individual (intrinsic factors) and factors from outside the individual (extrinsic factors)

Organizational culture is motivated by several factors, as in Jamaludin (2018) one of the factors that influence organizational culture is work discipline. Work discipline is an attitude of willingness of a person to comply with the norms of regulations that apply around him.

Based on the opinion of Suripto (2017) the relationship between corporate culture and organizational performance. This can be explained in the organizational culture diagnosis model that the better the quality of the factors contained in the organizational culture, the better the performance of the organization. In other words, organizational culture affects employee performance.

Rasyid (2018) argues that organizational culture is a cognitive framework consisting of shared attitudes, values, behavioral norms and expectations that are felt by members of the organization. Meanwhile, according to Suripto (2017) culture or organizational culture can be likened to the glue that makes the organization a single unit through a sense of togetherness in terms of patterns of meaning. Culture (culture) focuses on the values, beliefs, and expectations that are owned by the members.

According to Takrim, et al (2021) to support performance, a constructive or strong work culture is needed and to achieve this, it is necessary to fulfill the following requirements: Innovation and taking risks, attention to details, result orientation, human orientation, team orientation, and aggressiveness.

Not only work culture, work discipline also influences organizational commitment. According to Ma'aruf dan Anam (2019), commitment is something that makes a person make up his mind, is determined to work hard, sacrifice and be responsible for achieving his own goals and organizational or company goals that have been agreed upon or predetermined.

Commitment in general is a condition that is mutually agreed upon by all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future. Edison, et al (2017), define commitment as self-emotional encouragement in a positive sense. Which employees who want to advance their careers are committed to pursuing excellence and achieving achievements, and employees who feel important to service are committed to improving competence.

Setiyanto and Hidayati (2017) state that there are three dimensions of commitment, namely:

a. Affective commitment can be measured through: Feeling that you have a good career path, being able to develop the company to other people outside the company, having a strong sense of belonging to the company, feeling very happy in spending the rest of your career at the company, feeling that the problems are happening in the company become personal too, and feel emotionally attached to the company.

b. Continuation commitment can be measured through: Worried about what will happen when you leave a job without having another similar job, feel very heavy if you have to leave the company, feel that if you leave the company you must be prepared to lose income, feel a loss if you have to leave the company, feel lost friends when they leave the company, they feel uncomfortable when they leave the company, and they feel they have a choice when they leave the company.

c. Normative commitment can be measured through: Feeling that nowadays many people often move from one company to another, feel unethical when moving from one company to another, have high loyalty to the company, have high loyalty towards the company, have the desire to spend the rest of the career in the company, and have the feeling that working in the company can support a career.

Commitment is a measure of the employee's desire to remain in the company in the future. How far employees are committed to the organization where they work really determines the organization in achieving its goals. Commitment affects whether workers remain as members of the organization or leave the organization to find a new job.

Based on the description above, it is important to explore the influence of work discipline on employee commitment through the work culture of PT. PLN (Persero) Executive Customer Service Management Unit Palu.

METHOD

Type of the research was correlational. The research sample was all employees at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu with 154 employees. This research used the Structural Equation Modeling (SEM) method, which was operated by SMART-PLS.
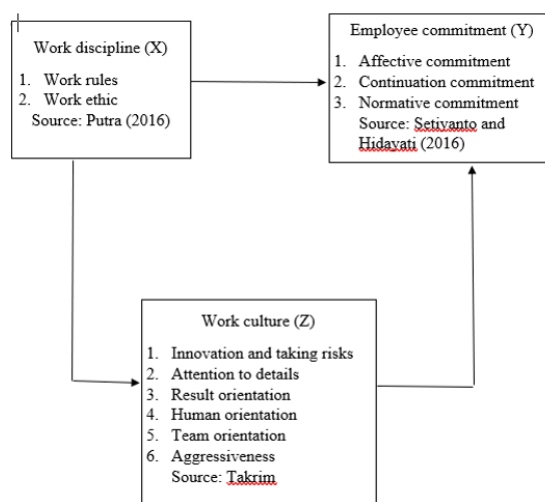

Figure 1
Theoretical Framework

RESULTS AND DISCUSSION

The measurement model (outer model) is used to assess the validity and reliability of the model. The model is said to be valid and reliable if it has an outer loading value > 0.5, and an Average Variant Extracted (AVE)
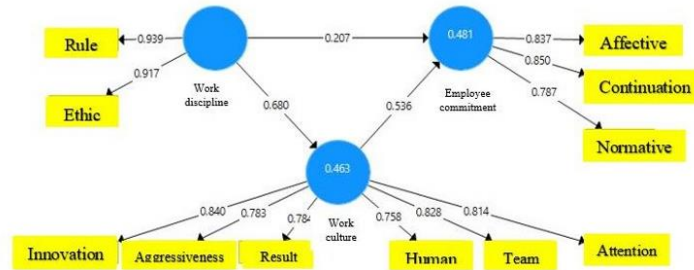

Figure 2
Outer Model

Table 1
Output AVE dan latent variabel correlation

	AVE	√AVE
Work Culture	0.643	0.802
Work Discipline	0.861	0.928
Work Commitment	0.681	0.825

Based on the comparison in the table above, it can be seen that the root value of AVE (√AVE) for each construct is higher than AVE, so it can be concluded that all constructs in the estimated model meet the discriminant validity criteria.
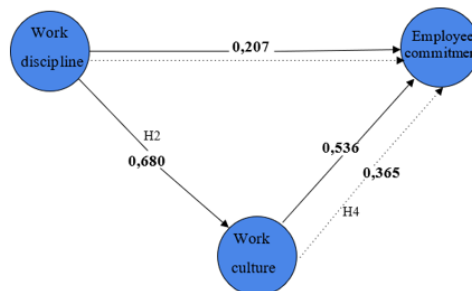

Figure 3
Results of Bootstrapping

Hypothesis Testing

Table 1
T-Statistics and P-Values

Hypothesis	Influence	T-Statistics	P-Values	Results
H1	work discipline → organizational commitment	2,440	0,015	Confirmed
H2	work discipline → work culture	12,264	0,000	Confirmed
H3	work culture → organizational commitment	6,269	0,000	Confirmed
H4	work discipline → work culture → organizational commitment	4,864	0,000	Confirmed

1. Testing H1 Hypothesis

   For the work discipline variable on employee commitment, the calculation results show that p-values are 0.015 <0.05 with a large influence of 0.207 or 20.7%, which means work discipline has a positive and significant effect on employee commitment. Based on the test results it can be concluded that hypothesis 1 is confirmed.

2. Testing H2 Hypothesis

   For the work discipline variable on work culture, the calculation results show that p-values are 0.000 <0.005 with a large influence of 0.680 or 68% which means work discipline has a positive and significant effect on work culture. Based on the test results it can be concluded that hypothesis 2 is confirmed.

3. Testing H3 Hypothesis

   For the work culture variable on employee commitment, the calculation results show that p-values are 0.000 <0.005 with a significant influence of 0.536 or 53.6%, which means that work culture has a positive and significant effect on employee commitment. Based on the test results it can be concluded that hypothesis 3 is confirmed.

4. Testing H4 Hypothesis

   The fourth test was conducted to see whether work culture mediates the effect of work discipline on employee commitment. The test results can be seen from Table 4.24 above, the t-statistics value is 4.864 and the p- value is 0.000 <0.005 with a large influence of 0.365 or 36.5%, which means that work culture mediates the relationship between work discipline towards employee commitment. A positive and significant value indicates that work culture acts as a full mediation.

   After going through work culture as a mediating variable, work discipline towards employee commitment experienced an increase in the t-statistics value to 8.629 and the p-value to 0.000 <0.005 with a large influence of 0.572 or 57.2%. Based on the test results it can be concluded that hypothesis 4 is accepted, work culture mediates the effect of work discipline on employee commitment.

Work Culture Has a Significant Effect on Employee Commitment

Work rules in work discipline are very important in the company, so that employees are always present on time, complete work on time, and complete all tasks in earnest to support the company's commitment.

At PT. PLN (PERSERO) Executive Customer Service Management Unit Palu, the presence of its employees who are on time really supports fast service to its customers so that work is completed on time.

Employee commitment to PT. PLN (PERSERO) Executive Customer Service Management Unit Palu can be seen when providing services, employees are always friendly so they show responsibility for their work.

Realize discipline in the minds of employees so that it will become a habit and they will voluntarily carry out their duties and functions. So that employee enthusiasm can reflect a high commitment to the company. Employees with a high level of discipline will be committed to the company to continue their career at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.

The results of the research indicate that the first hypothesis is confirmed, namely work discipline has a significant effect on employee commitment. The results of this research are relevant to research conducted by Mangkunegara and Octorend (2015) which states that work discipline has a significant effect on employee commitment at PT Dada Indonesia.

Work Discipline Has a Significant Effect on Work Culture

At PT. PLN (PERSERO) Executive Customer Service Management Unit Palu has many managers and supervisors in various units, both operational and service, who continue to monitor and instruct their subordinates to pay attention to work discipline and continue to pay attention to the work culture within the company.

PT. PLN (PERSERO) Executive Customer Service Management Unit Palu who has high work discipline, obeys and likes existing regulations, procedures and policies so as to produce a good work culture. Personality will affect employee perceptions of superior leadership style, so that this perception can affect employee performance which will also affect work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.

The results of the research show that the second hypothesis was confirmed, namely work discipline has a significant effect on work culture. The results of this research are relevant to research conducted by Manurung and Riani (2017) which states that work discipline has a significant effect on work culture.

Work Culture Has a Significant Effect on Employee Commitment

Work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu supports work atmosphere and creativity, providing for the personal needs of its employees is a broad employee commitment in an effort to build human resources at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.

Better work processes and results. It is hoped that to achieve a better quality level, it will come from the behavior of each individual related to the company's commitment to sustainability.
The results of this research indicate that the third hypothesis can be confirmed, namely work culture has a significant effect on employee commitment. The results of this research are relevant to research conducted by Nasikin (2019) which states that work culture has a significant effect on employee commitment.

Work Discipline Influences Employee Commitment Which Is Mediated by Work Culture

Employees work according to the set time and carry out the tasks given according to the work rules at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu. Employees

always make the best use of their time at work and are friendly towards fellow employees as a form of work discipline. And provide good service to consumers as a form of corporate culture.

Work rules and work ethics implemented in work discipline affect the company's commitment on an ongoing basis, employees feel very happy and will be loyal to PT. PLN (PERSERO) Executive Customer Service Management Unit Palu because of the attention given to employees and the company's orientation towards its employees. Employees who work at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu provides comfort and facilitates its employees so that the work discipline carried out by employees influences company commitment through work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.

With these good employee habits so that the brand is committed to the company. Employees feel the rules, norms and culture in this company suit them so they are committed to the company.

The results of the research indicate that the fourth hypothesis in this study can be accepted, namely work discipline has an effect on employee commitment which is mediated by work culture. The results of this research are relevant to research conducted by Arifin, Sullaida, dan Nurmala (2018) which states that work culture has a significant effect on employee commitment.

CONCLUSION

Based on the results of research and discussion, it can be concluded as follows:

1) Work discipline has a significant effect on employee commitment at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.
2) Work discipline has a significant effect on work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.
3) Work culture has a significant effect on employee commitment to PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.
4) Work discipline affects employee commitment which is mediated by work culture at PT. PLN (PERSERO) Executive Customer Service Management Unit Palu.

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