THE INFLUENCE OF WORK DISCIPLINE, COMPETENCE, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT CV ANGKASA LEATHER

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Abstract

Human resources are valuable strategic assets that enable organizations to create sustainable competitive advantages. CV Angkasa Leather, a consumer goods distributor, faces challenges related to fluctuating sales target attainment, with the realization of Effective Calls (EC) reaching only 85% in 2025. This performance gap is further evidenced by a discrepancy between relatively high administrative attendance rates of 87%–93% and actual field activity, which reached as low as 68%, indicating the need to evaluate individual behavioral factors affecting employee performance. This study aims to analyze the influence of work discipline, competence, and organizational commitment on the performance of sales division employees at CV Angkasa Leather. The research employed a quantitative causal-associative method with a saturated sampling technique involving 35 respondents. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The results demonstrate that competence and organizational commitment have a positive and significant effect on employee performance. Competence emerged as the most dominant variable in determining sales performance. Conversely, work discipline was found to have no significant effect on employee performance, suggesting that administrative compliance alone does not necessarily guarantee field productivity.

Keywords: Competence, Employee Performance, Organizational Commitment, Work Discipline

INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving its business objectives. The Resource-Based View (RBV) perspective explains that resources that are valuable, rare, difficult to imitate, and hard to substitute can create sustainable competitive advantage (Barney, 1991). In this context, employees serve not only as operational executors but also as strategic capital that influences a company's productivity and competitiveness. However, labor productivity in Indonesia still faces various challenges, requiring organizations to effectively manage human resources so that organizational performance can continue to improve (Industrial Human Resource Development Agency, 2025).

Employee performance is the result of an individual's work behavior in carrying outtasks in accordance with the responsibilities assigned by the organization (Campbell & Wiernik, 2015). A high level of performance indicates that employees are able to carry out their work effectively, thereby supporting the achievement of the company's goals. Conversely, low performance will result in decreased productivity, operational effectiveness, and the achievement of company targets. Therefore, organizations need to identify the factors that influence employee performance as a basis for formulating human resource management policies.

This study was conducted at CV Angkasa Leather, a distributor of consumer goods operating in Jombang Regency, East Java. In carrying out its distribution activities, the company relies on its sales force as the spearhead of its marketing efforts. Sales representatives are responsible for visiting retail outlets, offering products, recording transactions, and meeting the sales targets set by the company. Thus, the company's success is highly dependent on the quality of the sales force's performance.

Based on the company's internal data, the sales force's operational performance remains suboptimal. In 2025, the company targeted 63,780 Effective Calls (EC), but the actual figure reached only 54,079—or 85%—resulting in a shortfall of 9,701 transactions. This situation indicates a persistent gap between targets and actual results, reflecting suboptimal sales team performance. Additionally, outlet visit activity (Outlet Active/OA) fluctuated throughout the year, with the lowest achievement of 68% in March, leaving a significant amount of unfulfilled work. This phenomenon suggests that work time is not being fully utilized to conduct visits in accordance with company standards.

This phenomenon is further reinforced by employee attendance data. The attendance rate of the sales force ranges from 87% to 93% each month, which is considered high from an administrative standpoint. However, this high attendance rate is not accompanied by a corresponding increase in visit activity or the achievement of company targets. This situation indicates a mismatch between physical presence and on-the-ground productivity, suggesting that work discipline cannot be adequately measured by attendance alone but must also be assessed through adherence to task execution in line with the company's established targets.

In addition to work discipline, interview results with the HR department indicate that some sales staff do not view this job as their primary career choice, so their emotional attachment to the company remains relatively low. This situation is reflected in fluctuations in sales visit activity, indicating that some

employees tend to work just to meet minimum targets without maintaining consistent performance over the long term. Thus, the issues at hand are not only related to compliance

with work rules but also reflect a lack of organizational commitment to sustaining work performance over time.

Another issue identified relates to the competencies of the sales staff. Based on observations and interviews, there are still sales staff who have not fully mastered product knowledge, negotiation skills, and sales closing techniques. Additionally, some employees demonstrate low adaptability when facing changes in the company's sales targets or distribution strategies. This situation results in many sales visits failing to be converted into sales transactions (Effective Calls), which directly impacts the achievement of the company's targets.

Conceptually, work discipline, organizational commitment, and competence are factors believed to enhance employee performance. Various previous studies have shown that work discipline has a positive effect on employee performance (Fitriani et al., 2025; Ahdiany & Siregar, 2024), organizational commitment improves employee performance (Eka et al., 2025), and competence is a key determinant in enhancing work success (Azisa et al., 2025). However, the results of other studies present differing findings. Wardani et al. (2025) state that work discipline does not have a significant effect on employee performance; Mundus and Sanga (2025) found that organizational commitment does not have a significant effect on performance; while Salvano et al. (2023) indicate that competence also does not have a significant effect on employee performance. These differing research results indicate that there remains a research gap regarding the factors that influence employee performance.

These discrepancies in previous research findings indicate that there remains inconsistency regarding the effects of work discipline, competence, and organizational commitment on employee performance. On the other hand, the situation at CV Angkasa Leather indicates that the achievement of sales targets, Effective Calls (EC), and Outlet Active (OA) metrics remains suboptimal; therefore, further research is needed to obtain empirical evidence regarding the factors influencing employee performance in a daily-necessities distribution company. This study offers novelty in its research subject—the sales division employees of CV Angkasa Leather—whose job characteristics are oriented toward achieving sales targets and the effectiveness of customer visits. Therefore, this study aims

to analyze the influence of work discipline, competence, and organizational commitment on the performance of employees in the sales division of CV Angkasa Leather. The results of this study are expected to contribute to the development of human resource management science and provide input for the company in formulating policies that support improved employee performance.

REVIEW OF LITERATURE

Resource-Based View (RBV)

This study uses the Resource-Based View (RBV) as its theoretical framework. According to Barney (1991), a company will gain a competitive advantage if it is able to manage resources that are valuable, rare, inimitable, and non-substitutable. From a human resource management perspective, employees are strategic assets that serve as a source of the company's competitive advantage when they possess the skills, work behavior, and commitment necessary to support the achievement of organizational goals. Therefore, work discipline, competence, and organizational commitment are viewed as internal resources capable of enhancing employee performance when managed effectively.

Employee Performance

Campbell and Wiernik (2015) explain that performance refers to the work behavior demonstrated by an individual in carrying out the tasks under their responsibility. Performance is measured not only based on final results but also on the work processes undertaken to achieve organizational goals. In this study, employee performance is defined as the ability of sales staff to perform their jobs effectively so as to meet the company's targets. The performance indicators used are based on Khaeruman et al. (2021), namely work quality, work quantity, timeliness, effectiveness, and independence.

Work Discipline

Work discipline refers to employees' attitudes and behaviors in complying with all applicable rules and work procedures within the organization. Hasibuan, as cited in Setyawati and Arifin (2022), explains that discipline plays a crucial role in an organization because the higher the level of discipline, the greater the likelihood of achieving organizational goals. This study uses the indicators of work discipline proposed by Khaeruman et al. (2021), namely effective use of time, compliance with company regulations, and responsibility in completing tasks.Anggraine's (2025) study shows that work discipline has a positive and significant effect on employee performance. Similar results were also found by Pramularso (2022), who stated that the higher the level of work discipline, the higher the employee performance. Based on theory and previous research findings, the following hypotheses are formulated.

Organizational Commitment

Organizational commitment is an employee's psychological attachment to the organization, reflected in the desire to remain part of the organization and to contribute their best toward achieving the company's goals. Meyer and Allen propose that organizational commitment consists of affective commitment, continuance commitment, and normative commitment. These three dimensions indicate the level of emotional attachment, the intention to remain with the organization, and a sense of moral responsibility toward the organization.

The results of a study by Jaria et al. (2026) indicate that organizational commitment has a positive and significant effect on employee performance. These findings suggest that employees who demonstrate loyalty and attachment to the organization tend to make higher work contributions. Therefore, the research hypothesis is formulated as follows.

Competence

Competence is an individual characteristic that encompasses knowledge, skills, abilities, and attitudes that enable a person to perform their job effectively. Spencer explains that competence is directly related to an individual's ability to produce superior performance, while Colquitt et al. (2018) state that competence forms the foundation of a person's success in completing tasks in accordance with organizational standards. This study uses the indicators of competence according to Khaeruman et al. (2021), namely knowledge, understanding, skills, self-concept, and attitude.

Research by Anggraine (2025) and Suryani et al. (2026) demonstrates that competencies have a positive effect on employee performance. The higher the competencies possessed by employees, the greater their ability to complete tasks effectively. Based on this discussion, the research hypotheses are as follows.

RESEARCH METHOD

This study is a quantitative study with a causal-associative research design aimed at analyzing the influence of work discipline, competence, and organizational commitment on employee performance in the sales division of CV Angkasa Leather. The approach used is a quantitative approach with data collection through the distribution of a questionnaire using a Likert scale to all respondents, interviews, observations, and documentation as supporting data. The population in this study consists of all 35 employees in the sales division of CV Angkasa Leather, with a saturation sampling technique used so that the entire population was included as the study sample. The data used consists of primary and secondary data. Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software to analyze the relationships between variables and test the research hypotheses.

RESULTS AND DISCUSSION

Research Data Description

This study aims to analyze the influence of work discipline, competence, and organizational commitment on employee performance in the sales division of CV Angkasa Leather. Primary data were collected through questionnaires distributed to all 35 employees in the sales division. Because the population consisted of 35 employees, a saturated sampling technique was employed, whereby all members of the population were included as research respondents. The data obtained were analyzed to provide an overview of the characteristics of the respondents involved in this study. The respondent characteristics were classified based on gender, age, educational background, and length of service (Processed Primary Data, 2026).

The respondent profile provides a demographic overview of the employees involved in the study. Based on gender, the majority of respondents were male, comprising 25 respondents (71.4%), while female respondents accounted for 10 respondents (28.6%). This indicates that the sales division of CV Angkasa Leather is predominantly composed of male employees (Processed Primary Data, 2026).

In terms of age, the majority of respondents were between 31 and 35 years old, consisting of 22 respondents (62.9%). Meanwhile, 10 respondents (28.6%) were between 26 and 30 years old, and 3 respondents (8.6%) were between 18 and 25 years old. These results indicate that most respondents were within the 31–35 age group, suggesting that the sales division was predominantly composed of employees in a relatively mature working-age group (Processed Primary Data, 2026).

Regarding educational background, most respondents had completed senior high school or vocational high school, totaling 22 respondents (62.9%). This was followed by respondents with a bachelor's degree (S1), totaling 10 respondents (28.6%), while 3 respondents (8.6%) had a diploma-level education. These findings indicate that the educational background of the majority of employees in the sales division was at the senior high school or vocational high school level (Processed Primary Data, 2026).

Based on length of service, 12 respondents (34.3%) had worked for less than one year, 9 respondents (25.7%) had worked for 1–3 years, 8 respondents (22.9%) had worked for 4–6 years, and 6 respondents (17.1%) had worked for more than six years. The largest proportion of respondents therefore consisted of employees with less than one year of work experience. Overall, the characteristics of the respondents indicate that the sample was

predominantly male, aged 31–35 years, had a senior high school or vocational high school educational background, and had worked for less than one year (Processed Primary Data, 2026).

Statistical Test Results

Table 1.
Outer Loadings

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	*T-statistic* (|O/STDEV|)
X1.1 <- Work Discipline	0.934	0.901	0.099	9.396
X1.2 <- Work Discipline	0.923	0.843	0.171	5.409
X1.3 <- Work Discipline	0.907	0.906	0.080	11.404
X2.1 <- Competence	0.902	0.843	0.140	6.423
X2.2 <- Competency	0.920	0.912	0.045	20.442
X2.3 <- Competency	0.944	0.940	0.027	34.421
X2.4 <- Competency	0.844	0.816	0.108	7.780
X2.5 <- Competency	0.906	0.847	0.136	6.685
X3.1 <-Organizational Commitment	0.943	0.920	0.076	12.358
X3.2 <- Organizational Commitment	0.834	0.797	0.131	6.364
X3.3 <-OrganizationaL Commitment	0.943	0.935	0.033	28.218
Y1 <- Employee Performance	0.952	0.934	0.057	16.823
Y2 <- Employee Performance	0.923	0.900	0.073	12.608
Y3 <- Employee Performance	0.929	0.920	0.041	22.520

Source: Researcher's Data Analysis, 2026

Based on Table 01, all indicators have loading factor values above 0.50 and t-statistic values greater than 1.96. This indicates that all indicators have met the criteria for convergent validity and are therefore suitable for measuring the research construct.

Table 2.
Cross-Loading

Indicator	Work Discipline (X1)	Employee Performance (Y)	Organizational Commitment (X3)	Competence (X2)
X1.1	**0.934**	0.688	0.621	0.717
X1.2	**0.923**	0.628	0.641	0.661
X1.3	**0.907**	0.753	0.768	0.768
X2.1	0.764	0.798	0.791	**0.902**

X2.2	0.647	0.880	0.814	**0.920**
X2.3	0.671	0.911	0.857	**0.944**
X2.4	0.682	0.796	0.780	**0.844**
X2.5	0.774	0.828	0.855	**0.906**
X3.1	0.758	0.868	**0.943**	0.843
X3.2	0.513	0.662	**0.834**	0.687
X3.3	0.715	0.934	**0.943**	0.916
Y1	0.685	**0.952**	0.868	0.874
Y2	0.725	**0.923**	0.918	0.839
Y3	0.702	**0.929**	0.784	0.908

Source: Researcher's Data Analysis, 2026

Based on Table 2, each indicator has the highest *loading* value for the construct it measures compared to other constructs. Thus, all indicators meet the criteria *for discriminant validity* and are able to distinguish the constructs they represent.

Table 3.
Cross-Loading

Variable	***Average Variance Extracted (AVE)***	**Description**
Work Discipline	0.849	Valid
Employee Performance	0.874	Valid
Organizational Commitment	0.825	Valid
Competence	0.817	Valid

Source: Researcher's Data Analysis, 2026

Based on Table 3, all variables have AVE values above 0.50, namely Work Discipline at 0.849, Competence at 0.817, Organizational Commitment at 0.825, and Employee Performance at 0.874. These results indicate that all constructs have good convergent validity.

Table 4.
Composite Reliability

Variable	***Cronbach's alpha***	***Composite Reliability (rho_a)***
WORK DISCIPLINE	0.911	0.917
EMPLOYEE PERFORMANCE	0.928	0.928
ORGANIZATIONAL COMMITMENT	0.894	0.922

Source: Researcher's Data Analysis, 2026

Based on Table 4, all variables have a *Composite Reliability* above 0.70. These results indicate that each construct has a high level of reliability, meaning the indicators used are capable of providing consistent measurement results.

Table 5.
R-Square

Variable	***R-Square***	***Adjusted R-Square***
Work Discipline		
Competence		
Organizational Commitment		

Employee Performance	**0.900**	**0.891**

Source: Researcher's Data Analysis, 2026

Based on Table 5, the *R-squared* value for Employee Performance is 0.900. This value indicates that Work Discipline, Competence, and Organizational Commitment account for 90% of the variation in Employee Performance, while the remaining 10% is influenced by other variables outside the research model. This demonstrates that the research model has a very strong explanatory power.

Table 6.
Path Coefficients (Mean, STDEV, T-Values)

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	*T Statistics* (|O/STDEV|)	*P Values*
Work Discipline -> Employee Performance	0.029	0.071	0.125	0.235	0.814
Organizational Commitment -> Performance Employee	0.385	0.354	0.184	2.089	0.037
Competency -> Performance Employee	0.562	0.554	0.158	3.548	0.000

Source: Researcher's Data Analysis, 2026

Based on Table 6, the effect of Work Discipline on Employee Performance has a path coefficient of 0.029 with a T-statistic value of 0.235 and a P-value of 0.814, indicating that it does not have a significant effect on Employee Performance. Conversely, Competence has a positive and significant effect on Employee Performance with a path coefficient of 0.562, a T-statistic of 3.548, and a P-value of 0.000. Furthermore, Organizational Commitment also has a positive and significant effect on Employee Performance, with a path coefficient of 0.385, a T-statistic of 2.089, and a P-value of 0.037. These results indicate that only the hypothesis regarding Work Discipline was rejected, while the hypotheses regarding Competence and Organizational Commitment were accepted.

Discussion

1. The Effect of Work Discipline on Employee Performance

The research results show that work discipline does not have a significant effect on the performance of employees in the sales division of CV Angkasa Leather. This finding indicates that compliance with company regulations has not been able to directly improve performance. This is due to the nature of sales personnel's work, which prioritizes the ability to secure transactions and meet sales targets over administrative compliance. This situation is also reflected in the continued fluctuations in the company's *Outlet Active* (OA) and *Effective Call* (EC) metrics. This finding supports *the Theory of Performance*, which states that performance is influenced by various factors, such as knowledge, skills, and motivation. From the perspective of *the Resource-Based View* (RBV), work discipline does not constitute a source of competitive advantage unless supported by individual capabilities. The results of this study are consistent with Wardani et al. (2025) but differ from those of Anggraine (2025), which is likely due to differences in job characteristics and the research subjects.

2. TheEffect of Competence on Employee Performance

The research results show that competencies have a positive and significant effect on the performance of employees in the sales division of CV Angkasa Leather. The better the knowledge, skills, and abilities of the sales staff, the higher the performance. This finding aligns with the company's current situation, which still faces a shortfall in *Effective Call* (EC) achievements; thus, competencies are a critical factor in improving sales effectiveness. These research results support *the Theory of Performance,* which identifies knowledge and skills as the primary determinants of individual performance. Additionally, the Resource-Based View (RBV) regards competencies as strategic resources capable of creating a competitive advantage. These findings are also consistent with the research by Anggraine (2025) and Suryani et al. (2026), indicating that the company needs to continue enhancing the competencies of its sales staff through training and development

3. The Effect of Organizational Commitment on Employee Performance

The research results indicate that organizational commitment has a positive and significant effect on the performance of employees in the sales division of CV Angkasa Leather. These findings suggest that the higher an employee's commitment to the organization, the greater their motivation to contribute their best toward achieving the company's targets. Employees who demonstrate loyalty and a sense of belonging to the organization tend to maintain their performance even when facing challenges in their work. These findings align with the Resource-Based View (RBV), which views organizational commitment as an intangible resource capable of enhancing organizational effectiveness. Additionally, the Theory of Performance explains that motivation is a factor that drives individuals to achieve optimal performance. The results of this study also support the research by Jaria et al. (2026), thereby indicating that strengthening organizational commitment is one of the measures a company can take to improve the performance of its sales staff.

CONCLUSION

This study aims to analyze the effects of work discipline, competence, and organizational commitment on employee performance in the sales division of CV Angkasa Leather. The results show that work discipline does not have a significant effect on employee performance, whereas competence and organizational commitment have positive and significant effects on employee performance. These findings indicate that improvements in employee performance are more influenced by their competence and commitment to the organization than by work discipline. The implications of this study are that companies need to prioritize competency development through training and human resource development, as well as maintain organizational commitment through policies that can enhance employee loyalty and engagement. Future research is recommended to include other variables that may potentially influence employee performance in order to develop a more comprehensive research model.

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