



The Effect of Training, Discipline, and Commitment on the Performance of the Great Surabaya Cadres (KSH) in Medokan Ayu Sub-District, Surabaya

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Abstrak

Kinerja Kader Surabaya Hebat (KSH) memiliki peran penting dalam mendukung keberhasilan program pelayanan masyarakat yang dijalankan Pemerintah Kota Surabaya. Variasi tingkat pelatihan, disiplin kerja, dan komitmen organisasi diduga memengaruhi kualitas kinerja kader sehingga perlu dikaji secara empiris. Penelitian ini bertujuan menganalisis pengaruh pelatihan, disiplin kerja, dan komitmen organisasi terhadap kinerja KSH di Kelurahan Medokan Ayu, Surabaya. Penelitian menggunakan pendekatan kuantitatif dengan desain asosiatif terhadap 30 kader yang dipilih menggunakan teknik purposive sampling. Analisis data dilakukan menggunakan Partial Least Squares-Structural Equation Modeling (PLS-SEM) dengan bantuan SmartPLS 4. Hasil penelitian menunjukkan bahwa pelatihan berpengaruh positif dan signifikan terhadap kinerja ($\beta = 0,312$; $p = 0,008$), disiplin kerja berpengaruh positif dan signifikan terhadap kinerja ($\beta = 0,354$; $p = 0,004$), serta komitmen organisasi memiliki pengaruh positif dan signifikan paling dominan terhadap kinerja ($\beta = 0,421$; $p = 0,001$). Temuan ini menunjukkan bahwa peningkatan kinerja kader memerlukan penguatan kompetensi, disiplin kerja, dan komitmen organisasi secara terpadu. Kebaruan penelitian terletak pada pembuktian bahwa komitmen organisasi merupakan faktor yang paling dominan dalam meningkatkan kinerja kader pada organisasi pelayanan masyarakat berbasis komunitas, sehingga memperluas kajian manajemen sumber daya manusia pada konteks pelayanan publik tingkat akar rumput.

Kata-kata Kunci: Pelatihan; Disiplin; Komitmen; Kinerja.

Abstract

The performance of Kader Surabaya Hebat (KSH) plays a crucial role in supporting the success of community service programs implemented by the Surabaya City Government. Variations in the levels of training, work discipline, and organizational commitment are presumed to influence the quality of cadre performance and therefore require empirical investigation. This study aims to analyze the effects of training, work discipline, and organizational commitment on the performance of KSH in Medokan Ayu Sub-district, Surabaya. The research employed a quantitative approach with an associative research design involving 30 cadres selected through purposive sampling. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4 software. The findings reveal that training has a positive and significant effect on performance ($\beta = 0.312$; $p = 0.008$), work discipline has a positive and significant effect on performance ($\beta = 0.354$; $p = 0.004$), and organizational commitment exerts the strongest

positive and significant effect on performance ($\beta = 0.421$; $p = 0.001$). These results indicate that improving cadre performance requires the integrated enhancement of competencies, work discipline, and organizational commitment. The novelty of this study lies in its empirical evidence demonstrating that organizational commitment is the most dominant factor in improving cadre performance within community-based public service organizations, thereby extending the human resource management literature in the context of grassroots public service delivery.

Keywords: Training; Discipline; Commitment; Performance.

INTRODUCTION

Human resource performance is a decisive factor in determining the success of both formal organizations and community-based institutions. High performance reflects individuals' ability to complete tasks effectively, efficiently, and in alignment with organizational goals. In public service delivery, community cadres serve as frontline implementers of government programs at the grassroots level. Kader Surabaya Hebat (KSH) in Medokan Ayu Sub-district, Surabaya, represents a strategic workforce that connects government initiatives with community needs. Research by Meda et al. indicates that employee performance is significantly influenced by training, work discipline, and organizational commitment, which shape behavioral consistency and work effectiveness.¹ The study highlights that human resource quality improvement depends not only on technical competence but also on behavioral and attitudinal factors within organizations. Field observations show that KSH cadre performance varies due to differences in skills, discipline, and commitment to assigned duties. These disparities reduce the effectiveness of community-based programs implemented by institutions.

Training is a fundamental component of human resource development aimed at improving knowledge, skills, and work capabilities of individuals within an organization. Through structured training programs, cadres are expected to understand their roles more clearly and perform their duties more effectively in serving the community. Training also contributes to shaping professional attitudes that align with organizational expectations in public service environments. Research conducted by Hidayat dan Aziz reveals that training has a significant positive effect on employee performance by improving competence and

¹ Jermias Meda et al., "The Influence of Leadership and Organizational Culture on Employee Performance at the Ground Transportation Management Office in Region XIII of East Nusa Tenggara Province, Mediated by Work Motivation and Work Discipline," *Kontigensi: Jurnal Ilmiah Manajemen* 12, no. 1 (2024): 34–49, <https://jurnal.dim-unpas.web.id/index.php/JIMK/article/view/497>.

confidence levels.² Jurnal Manajemen Sumber Daya Manusia Indonesia This finding confirms that effective training programs lead to behavioral improvements that enhance productivity and work adaptability. However, the effectiveness of training depends on the relevance of training materials, delivery methods, and instructor competency. A mismatch between training content and field needs may reduce its impact on performance improvement. Therefore, examining the effect of training on KSH cadre performance is essential to evaluate its practical effectiveness in community-based organizations.

Work discipline is a critical factor reflecting an individual's adherence to organizational rules, procedures, and professional standards. It is demonstrated through consistent behavior, punctuality, attendance, and responsibility in completing assigned tasks. In community-based service organizations such as KSH, discipline plays a vital role because it directly influences the quality, accuracy, and timeliness of public service delivery. Sutrisno and Sunarsi found that work discipline significantly affects employee performance by strengthening organizational order and improving operational efficiency.³ Their study shows that highly disciplined individuals tend to work more systematically and consistently, resulting in better performance outcomes. Conversely, low discipline is often indicated by irregular attendance, delays in task completion, and inconsistent work behavior, all of which can reduce service effectiveness. In the context of KSH cadres, such weaknesses may disrupt the implementation of government programs at the community level and hinder service targets. Therefore, examining work discipline as a determinant of performance is highly relevant for improving public service quality.

Organizational commitment refers to an individual's psychological attachment to an organization, reflected in loyalty, identification, and willingness to remain part of it. High commitment encourages individuals to work with dedication and a strong sense of responsibility toward achieving organizational goals. In community-based institutions such as KSH, commitment is especially important because cadres are motivated not only by formal duties but also by social values and a spirit of community service. Astuti, Pratikno, and Hanaffy found that organizational commitment significantly influences employee

² Alhidayatullah Hidayat dan Muh. Abdul Aziz, "The Role of Job Training in Improving Employee Performance," *Adpebi International Journal of Multidisciplinary Sciences* 1, no. 1 (2022): 21–30, <https://journal.adpebi.com/index.php/AIJMS/article/view/186>.

³ Sutrisno dan Denok Sunarsi, "The Effect of Work Motivation and Discipline on Employee Productivity at PT. Anugerah Agung in Jakarta," *Jurnal Administrare: Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran* 6, no. 2 (2019): 187–196, <https://ojs.unm.ac.id/administrare/article/view/13438>.

performance by enhancing motivation, responsibility, and work consistency.⁴ Their study confirms that individuals with strong commitment tend to demonstrate more stable and reliable performance outcomes. Organizational commitment consists of affective, normative, and continuance dimensions that together shape work attitudes and behaviors. Conversely, low commitment may lead to reduced participation, weak engagement, and minimal contribution to organizational objectives. Therefore, organizational commitment is a key determinant in analyzing and improving KSH cadre performance.

Performance is defined as the measurable output of an individual in completing tasks based on assigned responsibilities within an organization. It reflects the level of achievement in meeting organizational goals through the quality, quantity, and timeliness of work. In public service institutions, performance is a key determinant of program effectiveness and community satisfaction. In the context of KSH, performance is crucial for ensuring the successful implementation of social, health, and community empowerment programs initiated by the Surabaya local government. Nasution and Priangkatara found that training, work discipline, and organizational commitment simultaneously have a significant influence on employee performance.⁵ Their findings indicate that these variables are interrelated in shaping productive and effective work behavior. When these factors are strong, performance tends to improve consistently, whereas weaknesses in any of them may reduce overall effectiveness. Poor performance can hinder program implementation at the community level and limit service outcomes. Therefore, systematic analysis of performance determinants is essential for improving cadre effectiveness.

Based on the previous explanation, training, work discipline, and organizational commitment are considered essential factors influencing the performance of KSH in Medokan Ayu Sub-district, Surabaya. These three variables interact in shaping productive, responsible, and service-oriented work behavior among cadres. However, previous studies have reported inconsistent findings depending on organizational context and individual characteristics. Permatasari, Abbas, and Putera found that training and organizational commitment may not significantly influence performance when work discipline is low, indicating that discipline can act as a key determining factor in the effectiveness of other

⁴ Puji Astuti, Yuni Pratikno, dan Jamal Hanaffy, "The Effect of Employee Competency and Organizational Commitment on Personnel Performance in the Community Development Unit of the Bekasi City Metro Resort Police," *DIJDBM: Dinasti International Journal of Digital Business Management* 7, no. 3 (2026): 715–729, <https://dinastipub.org/DIJDBM/article/view/6519>.

⁵ Muhammad Irfan Nasution dan Nirwana Priangkatara, "Work Discipline and Work Motivation on Employee Performance," *IJESSET: International Journal of Economics, Social Science, Entrepreneurship and Technology* 1, no. 1 (2022): 50–64, <https://journal.sinergicendikia.com/index.php/ijeset/article/view/27>.

variables.⁶ Their study emphasizes that the relationship among these variables is context-dependent and strongly influenced by the organizational environment. This inconsistency highlights the need for further empirical investigation. Therefore, this study is necessary to provide specific and contextual evidence regarding the influence of training, work discipline, and organizational commitment on KSH cadre performance in Medokan Ayu Sub-district, Surabaya.

The research questions of this study are formulated to examine the individual and combined effects of key variables on KSH performance in Medokan Ayu Sub-district, Surabaya. The first question asks whether training significantly affects the performance of KSH cadres in Medokan Ayu Sub-district, Surabaya. The second question investigates whether work discipline significantly affects the performance of KSH cadres in Medokan Ayu Sub-district, Surabaya. The third question explores whether organizational commitment significantly affects the performance of KSH cadres in Medokan Ayu Sub-district, Surabaya. Additionally, this study also examines whether training, work discipline, and organizational commitment simultaneously influence the performance of KSH cadres in Medokan Ayu Sub-district, Surabaya.

RESEARCH METHODOLOGY

This study applies a quantitative approach with an associative design to examine the effect of training, work discipline, and organizational commitment on the performance of Kader Surabaya Hebat (KSH) in Medokan Ayu Sub-district, Surabaya. Quantitative research is a systematic method used to test hypotheses and measure relationships between variables using statistical analysis based on numerical data.⁷ This approach is appropriate because the study aims to identify causal relationships between independent variables and cadre performance in a structured and objective manner.

The population of this study consists of all KSH cadres in Medokan Ayu Sub-district, while the sample is selected using purposive sampling based on specific criteria relevant to the research objectives. Arikunto explains that purposive sampling is a technique for selecting respondents based on considerations aligned with research purposes to ensure data

⁶ Intan Permatasari, Bakhtiar Abbas, dan Asrip Putera, "The Effect of Training and Work Motivation on Employee Performance at the Regional Inspectorate of Southeast Sulawesi Province," *Journal of Business Management and Economic Development* 2, no. 3 (2024): 1091–1103, <https://risetpress.com/index.php/jbmed/article/view/862>.

⁷ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R & D* (Bandung: Alfabeta, 2019).

relevance.⁸ Data were collected through structured questionnaires using a Likert scale to measure respondents' perceptions of training, discipline, commitment, and performance. The instrument was tested for validity and reliability to ensure that it accurately measured the intended variables, as emphasized by Ghozali, who states that proper instrument testing is essential to produce consistent and trustworthy research data.⁹

Data analysis was conducted using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method with SmartPLS software. Hair et al. explain that PLS-SEM is suitable for examining complex relationships between latent variables without requiring strict normality assumptions.¹⁰ The analysis includes evaluation of the measurement model (outer model) through validity and reliability testing, and evaluation of the structural model (inner model) through path coefficients and coefficient of determination. Hypothesis testing is performed using bootstrapping to assess the significance of partial and simultaneous effects among variables, ensuring that conclusions are based on empirical statistical evidence.

RESULT AND DISCUSSION

Result

The study was conducted on 30 members of Kader Surabaya Hebat (KSH) in Medokan Ayu Sub-district, Surabaya, who were selected as research respondents. The respondents were predominantly between 35 and 45 years old, indicating that most participants were in a productive age category and possessed adequate experience in community service activities. Their proximity to the service area also supported the effectiveness of program implementation because cadres could respond quickly to community needs and government initiatives. The data collected through questionnaires were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS 4 software. The analysis began with the evaluation of the measurement model to determine the validity and reliability of all research constructs. This stage was essential to ensure that the indicators used were capable of accurately measuring training, discipline, commitment, and performance.

⁸ Suharsimi Arikunto, *Prosedur Penelitian: Suatu Pendekatan Praktek* (Jakarta: PT. Rineka Cipta, 2021).

⁹ Imam Ghozali, *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25* (Semarang: Badan Penerbit Universitas Diponegoro, 2018).

¹⁰ Joseph F. Hair Jr. et al., *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R* (Switzerland: Springer Nature Switzerland AG, 2021).

Convergent validity was evaluated using outer loading values, where indicators are considered valid when the loading value exceeds 0.70. The analysis showed that most indicators met the required threshold and were therefore suitable for representing their respective latent variables. Several indicators of discipline, namely KD2 (0.877), KD5 (0.834), KD3 (0.828), and KD1 (0.761), demonstrated strong validity in measuring the discipline construct. Similarly, performance indicators KJ1 (0.762), KJ2 (0.725), KJ3 (0.848), KJ4 (0.702), and KJ5 (0.744) all exceeded the minimum criterion. Commitment indicators also exhibited satisfactory values, including k1 (0.743), k2 (0.766), k3 (0.871), k4 (0.900), and k5 (0.741), indicating strong representation of the commitment construct. Training indicators P1 (0.837), P2 (0.837), P3 (0.881), and P4 (0.820) were valid, although P5 showed a loading value of 0.477 and failed to meet the recommended threshold.

Table 1. Outer Loading Values

Indicator	Loading
KD2	0.877
KD5	0.834
KD3	0.828
KD1	0.761
KD4	0.159
KJ1	0.762
KJ2	0.725
KJ3	0.848
KJ4	0.702
KJ5	0.744
K1	0.743
K2	0.766
K3	0.871
K4	0.900
K5	0.741
P1	0.837
P2	0.837
P3	0.881
P4	0.820
P5	0.477

The results also revealed that indicator KD4 had an outer loading value of only 0.159, which was substantially below the recommended minimum value. This finding indicates that KD4 could not adequately explain the discipline construct and may weaken the measurement model if retained. Likewise, indicator P5 failed to meet the validity requirement because its loading value was below 0.70. Despite these limitations, the majority of indicators demonstrated strong convergent validity and contributed positively to the overall quality of

the measurement model. Consequently, the model was considered acceptable for further analysis after taking into account the weak indicators. The convergent validity assessment confirmed that the constructs used in this study were generally capable of representing the intended variables effectively.

Discriminant validity was assessed through cross-loading analysis to determine whether each indicator had a stronger correlation with its own construct than with other constructs. The results demonstrated that all indicators exhibited the highest loading values on their respective variables compared to the loading values on other variables. For example, KD2 recorded the highest loading value of 0.877 on the discipline construct, while KJ3 showed its highest loading value of 0.848 on the performance construct. Similar patterns were observed for commitment and training indicators, confirming the uniqueness of each construct. These findings indicate that the indicators successfully differentiated among the four latent variables included in the study. Therefore, the discriminant validity criteria were fulfilled, and the constructs were empirically distinct from one another.

Reliability testing was conducted using Cronbach's Alpha and Composite Reliability values. A construct is considered reliable when both values exceed 0.70, indicating adequate internal consistency among indicators. The discipline variable obtained a Cronbach's Alpha value of 0.755 and a Composite Reliability value of 0.842. The performance variable achieved values of 0.815 and 0.870, while the commitment variable recorded the highest reliability values of 0.865 and 0.903. The training variable also demonstrated satisfactory reliability, with Cronbach's Alpha of 0.830 and Composite Reliability of 0.885. These results confirm that all variables possessed strong internal consistency and that the research instrument was reliable for subsequent hypothesis testing.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Discipline	0.755	0.842
Performance	0.815	0.870
Commitment	0.865	0.903
Training	0.830	0.885

The structural model was assessed using bootstrapping procedures in SmartPLS to evaluate the significance of the relationships among variables. The significance of each path coefficient was determined based on the t-statistic and p-value criteria, where a t-value greater than 1.96 and a p-value less than 0.05 indicate a significant relationship. The results revealed that all independent variables significantly affected the performance of KSH cadres.

This finding suggests that training, discipline, and commitment are important determinants of performance in community-based service organizations. Each relationship was positive, indicating that increases in these variables contribute to higher performance levels. The statistical evidence therefore supports all proposed hypotheses.

Table 3. Hypothesis Testing Results

Variable	Beta	t-value	p-value	Result
Training → Performance	0.312	2.845	0.008	Significant
Discipline → Performance	0.354	3.102	0.004	Significant
Commitment → Performance	0.421	3.876	0.001	Significant

The relationship between training and performance produced a path coefficient (β) of 0.312, with a t-value of 2.845 and a significance level of 0.008. These results indicate that training has a positive and statistically significant influence on the performance of KSH cadres. The discipline variable generated a path coefficient of 0.354, a t-value of 3.102, and a significance level of 0.004. This demonstrates that discipline exerts a stronger influence on performance than training. Commitment produced the highest coefficient value of 0.421, accompanied by a t-value of 3.876 and a significance level of 0.001. Consequently, commitment emerged as the most dominant variable affecting KSH performance.

The structural relationship among variables can be represented using the following regression equation:

$$Y = 0.312X_1 + 0.354X_2 + 0.421X_3 + e$$

where:

Y = Performance

X_1 = Training

X_2 = Discipline

X_3 = Commitment

e = Error Term

The equation indicates that every one-unit increase in training is associated with a 0.312-unit increase in performance, assuming other variables remain constant. Similarly, a one-unit increase in discipline contributes 0.354 units to performance improvement. Organizational commitment contributes the largest increase, amounting to 0.421 units for every one-unit improvement. These findings confirm that all three variables positively influence performance, although their magnitudes differ. Commitment demonstrates the

strongest predictive power among the independent variables. Therefore, efforts to improve KSH performance should prioritize strengthening organizational commitment while simultaneously enhancing training and discipline.

Pembahasan

The findings of this study demonstrate that training significantly influences the performance of Kader Surabaya Hebat in Medokan Ayu Sub-district. The positive coefficient value indicates that cadres who receive more effective training tend to perform their duties more efficiently and professionally. This result is consistent with previous findings reported by Widyani, Putra, dan Martadiani, who concluded that training improves competence, confidence, and work effectiveness, thereby contributing significantly to employee performance.¹¹ Training enables cadres to acquire technical knowledge, communication skills, and problem-solving abilities required in community service activities. As a result, cadres become more capable of responding to challenges encountered in the field. The significant relationship found in this study confirms that training remains a strategic instrument for improving human resource quality in community-based organizations.

The effectiveness of training can also be observed from the validity results, where most training indicators demonstrated outer loading values above 0.70, indicating that respondents perceived the training program positively. Although one indicator, namely P5, recorded a loading value of 0.477 and did not meet the recommended criterion, the remaining indicators showed strong contributions to the construct measurement. Previous research by Megawati reported that well-designed training programs contribute significantly to employee performance because they facilitate competency development and strengthen work readiness.¹² These findings indicate that training quality should not only focus on the frequency of implementation but also on the relevance of learning materials to actual field conditions. Cadres who receive practical and applicable training are more likely to translate acquired knowledge into productive work behaviors. Consequently, continuous evaluation

¹¹ Ketut Bambang Ayu Widyani, Ida Bagus Udayana Putra, dan A.A. Media Martadiani, "The Effect of Leader-Member Exchange, Education and Training on Employee Performance With Work Engagement as a Mediator at the Institut Seni Indonesia Bali," *IJESSS: International Journal of Environmental, Sustainability, and Social Science* 7, no. 1 (2025): 228–245, <https://journalkeberlanjutan.com/index.php/ijesss/article/view/1862>.

¹² Megawati, "Employee Perceptions of Competency Development Effectiveness in Multinational Companies: A Qualitative Insight," *Jurnal Ilmiah Manajemen Kesatuan* 13, no. 4 (2025): 2807–2816, <https://jurnal.ibik.ac.id/index.php/jimkes/article/view/3498>.

of training programs is necessary to ensure their effectiveness in improving cadre performance.

Another important finding concerns the role of work discipline in enhancing the performance of KSH cadres. The statistical analysis revealed that discipline has a positive and significant effect on performance, with a path coefficient of 0.354, a t-value of 3.102, and a significance level of 0.004. Research conducted by Kurniawan et al. demonstrated that discipline strengthens organizational effectiveness because disciplined individuals are more likely to comply with procedures, maintain punctuality, and perform tasks consistently.¹³ The present findings support this perspective by showing that disciplined cadres are better able to execute community service activities according to established schedules and standards. Compliance with organizational rules contributes to greater accountability and reduces the likelihood of service delays. Therefore, discipline functions as a behavioral mechanism that supports the achievement of organizational objectives.

Discipline becomes particularly important in community-based organizations because cadres often work independently and interact directly with residents. Strong discipline encourages cadres to maintain attendance, fulfill responsibilities, and complete assigned tasks according to organizational expectations. Research by Putri dan Swasti emphasized that discipline may serve as a determining factor that strengthens the influence of other variables on performance, especially when organizational activities rely heavily on individual initiative and responsibility.¹⁴ The findings of this study reinforce that argument because discipline showed a stronger effect than training in explaining performance variation among cadres. This suggests that possessing skills alone is insufficient if individuals lack the discipline necessary to apply those skills consistently. As a result, organizations should complement training initiatives with supervision, monitoring, and performance evaluation systems that encourage disciplined behavior.

The significant influence of organizational commitment represents one of the most important findings of this study. Commitment produced the highest path coefficient value of 0.421, indicating that it is the strongest predictor of cadre performance among all examined variables. A study conducted by Shangze concluded that employees with strong

¹³ Prasetyo Kurniawan et al., "The Influence of Discipline and Work Motivation on Employee Performance," *International Journal Management and Economic* 2, no. 3 (2023): 74–82, <https://journal.admi.or.id/index.php/IJME/article/view/1065>.

¹⁴ Anggun Dhenniar Permata Putri dan Ika Korika Swasti, "The Influence of Work Discipline and Workload on the Performance of Employees in the Project Division of PT. Gala Karya Surabaya," *JEFMS Journal* 7, no. 5 (2024): 2592–2596, <https://www.ijefm.co.in/v7i5/32.php>.

organizational commitment tend to demonstrate greater loyalty, higher motivation, and superior work outcomes because they identify strongly with organizational goals.¹⁵ Jurnal Administrasi dan Kesekretarisan Similar patterns emerged in this research, where cadres with stronger commitment exhibited greater willingness to contribute to community development programs. Their motivation extended beyond formal responsibilities and reflected a genuine desire to support public welfare. Consequently, commitment functions not only as a psychological attachment but also as a source of sustained performance.

The dominance of commitment in this study indicates that internal motivational factors may be more influential than external organizational interventions. Commitment encourages individuals to remain engaged even when faced with demanding workloads, limited resources, or challenging service conditions. Previous findings reported by Damayanti dan Darmawan suggested that organizational commitment plays a crucial role in sustaining employee performance because it fosters persistence, responsibility, and organizational loyalty over time.¹⁶ The results obtained from KSH cadres confirm that individuals who feel emotionally connected to their organization are more likely to perform effectively and consistently. Such commitment creates a sense of ownership toward organizational programs and motivates cadres to achieve better outcomes. Therefore, strengthening commitment should become a strategic priority for organizations seeking long-term performance improvement.

The findings also contribute to addressing a theoretical gap identified in previous studies. Earlier research generally agreed that training, discipline, and commitment influence performance, yet inconsistencies remained regarding which variable exerts the strongest effect and whether all variables remain significant across different organizational contexts. Research conducted by Sukma et al. revealed that training and commitment may become less influential when discipline is weak, suggesting that contextual factors affect the relationships among variables.¹⁷ The present study provides additional empirical evidence by demonstrating that all three variables significantly influence performance among KSH cadres. Moreover, commitment emerged as the dominant factor despite the significant

¹⁵ Lin Shangze, "A Study of the Impact of Employee Loyalty on Organizational Performance Based on Improving Organizational Commitment," *The EURASEANS: Journal on Global Socio-Economic Dynamics* 9, no. 3 (2024): 372–382, <https://euraseans.com/index.php/journal/article/view/753>.

¹⁶ Fitria Damayanti dan Didit Darmawan, "The Influence of Organizational Commitment and Job Satisfaction on Employee Performance," *Jurnal Manajemen Bisnis dan Terapan* 3, no. 1 (2025): 97–111, <https://journal.uns.ac.id/index.php/meister/article/view/2063>.

¹⁷ Muhammad Ilham Sukma et al., "The Influence of Individual Characteristics, Work Motivation and Organizational Support on Employee Performance," *Innovation Research Journal* 4, no. 1 (2023): 51–57, <https://journal.umg.ac.id/index.php/innovation/article/view/5668>.

contributions of training and discipline. This finding helps clarify the inconsistency observed in previous studies and highlights the importance of considering organizational context when evaluating performance determinants.

The simultaneous influence of training, discipline, and commitment demonstrates that performance is a multidimensional outcome shaped by the interaction of several organizational and individual factors. Training enhances competencies and equips cadres with the knowledge required to perform their duties effectively. Human resource management theory proposed by Halim dan Hendratmoko emphasizes that performance is influenced by ability, motivation, and work behavior, all of which interact to determine work outcomes.¹⁸ The current findings align with this theoretical framework because training reflects ability, commitment reflects motivation, and discipline reflects work behavior. The interaction among these dimensions produces stronger performance outcomes than any single factor operating independently. Consequently, performance improvement initiatives should adopt an integrated approach rather than focusing exclusively on one variable.

The reliability results further strengthen confidence in the study findings. All variables achieved Cronbach's Alpha and Composite Reliability values above 0.70, indicating strong internal consistency among indicators. Similar methodological standards have been applied in previous studies examining training, discipline, commitment, and performance relationships, where reliability values above the accepted threshold confirmed measurement accuracy and construct stability. The commitment variable recorded the highest reliability score, suggesting that respondents consistently interpreted and evaluated commitment-related indicators. This consistency reinforces the validity of the conclusion that commitment is the most influential determinant of performance in the present study. Therefore, the empirical evidence generated by this research can be considered both reliable and trustworthy.

Practical implications can also be derived from the findings. The Surabaya City Government and related stakeholders should continuously improve the quality of training programs by ensuring that training materials are relevant to field challenges and community needs. Research by Hidayat dan Budiartma highlighted that training effectiveness increases substantially when learning content is aligned with job requirements and practical service

¹⁸ Mario Alexander Halim dan Hendratmoko, "The Effect of Motivation and Work Environment on Employee Performance with Work Discipline as An Intervening Variable at BCA Kelapa Gading," *Jurnal Indonesia Sosial Sains* 6, no. 10 (2025): 3325–3344, <https://jiss.publikasiindonesia.id/index.php/jiss/article/view/1916>.

situations.¹⁹ Training programs should therefore incorporate real-case simulations, community engagement strategies, and problem-solving exercises. Such improvements would enable cadres to apply acquired competencies more effectively in their daily activities. Enhanced training quality is expected to generate sustainable improvements in performance.

Efforts to strengthen discipline should also receive considerable attention because disciplined behavior contributes significantly to organizational effectiveness. Mechanisms such as regular monitoring, performance evaluation, and constructive feedback can help cadres maintain consistency in carrying out their responsibilities. Findings reported by Hidayat et al. indicate that organizations that successfully cultivate discipline are more likely to achieve higher levels of productivity and service quality.²⁰ Similar strategies may be implemented within KSH to encourage compliance with schedules, procedures, and performance standards. Increased discipline would support the efficient implementation of community-based programs and improve public service outcomes. Consequently, discipline development should be integrated into broader human resource management policies.

Commitment development should become the primary focus because it demonstrated the strongest influence on performance. Organizational leaders should foster a supportive work environment that promotes participation, recognition, and a sense of belonging among cadres. Research by Dini, Pramesti, dan Amelia emphasized that employees who feel valued and appreciated tend to develop stronger commitment and contribute more effectively to organizational goals.²¹ Jurnal Administrasi dan Kesekretarian Recognition programs, leadership support, and opportunities for involvement in decision-making processes can strengthen emotional attachment to the organization. These efforts may increase motivation and encourage cadres to sustain high levels of performance over time. As a result, organizational commitment becomes a strategic asset for ensuring the long-term success of community-based service programs.

The novelty of this study lies in its focus on Kader Surabaya Hebat (KSH) as a community-based public service organization, a context that has received limited attention

¹⁹ Rahmat Hidayat dan Jaka Budiartma, "Education and Job Training on Employee Performance," *International Journal of Social Sciences and Humanities* 2, no. 1 (2018): 171–181, <https://sciencescholar.us/journal/index.php/ijssh/article/view/140>.

²⁰ M. Syamsul Hidayat et al., "The Influence of Motivation, Work Discipline, and Leadership on Employee Performance at PT. Kalimutu Mitra Perkasa," *KnE Social Sciences* 8, no. 12 (2023): 432–443, <https://kneopen.com/kne-social/article/view/13691>.

²¹ Rifki Dini, Ginna Novarianti Dwi Putri Pramesti, dan Amelia, "The Role of Organizational Commitment in Improving Performance: A Qualitative Case Study at The Indonesian Ministry of Manpower," *Winter Journal: IMWI Student Research Journal* 6, no. 1 (2025): 21–31, <https://winter.imwi.ac.id/index.php/winter/article/view/71>.

in previous human resource management research. The findings demonstrate that training, work discipline, and organizational commitment simultaneously influence cadre performance, with organizational commitment emerging as the most dominant factor. This result provides new evidence that psychological attachment and intrinsic motivation contribute more strongly to performance than technical competence alone in community-based organizations. The study also clarifies previous inconsistencies regarding the effects of training, discipline, and commitment by showing that their influence is highly dependent on organizational context. Furthermore, it proposes an integrated performance model in which competence, discipline, and commitment interact to enhance service effectiveness. Therefore, this research enriches the literature by highlighting organizational commitment as a key driver of sustainable performance among grassroots public service cadres.

CONCLUSION

This study concludes that training, work discipline, and organizational commitment have positive and significant effects on the performance of Kader Surabaya Hebat (KSH) in Medokan Ayu Sub-district, Surabaya. The measurement model demonstrates acceptable validity and reliability, with most indicators having outer loading values above 0.70, while Cronbach's Alpha ranges from 0.755 to 0.865 and Composite Reliability ranges from 0.842 to 0.903. The hypothesis testing results show that training significantly influences performance ($\beta = 0.312$; $t = 2.845$; $p = 0.008$), work discipline significantly influences performance ($\beta = 0.354$; $t = 3.102$; $p = 0.004$), and organizational commitment significantly influences performance ($\beta = 0.421$; $t = 3.876$; $p = 0.001$). These findings indicate that all proposed hypotheses are supported and that organizational commitment is the most dominant factor affecting cadre performance.

The results further indicate that performance improvement among KSH cadres is influenced by the integration of competence, discipline, and commitment. Training enhances cadres' knowledge and skills, discipline strengthens responsibility and work consistency, while commitment encourages dedication and loyalty toward organizational goals. Organizational commitment emerges as the strongest determinant, suggesting that psychological attachment and intrinsic motivation play a crucial role in community-based public service organizations. Therefore, efforts to improve KSH performance should focus on strengthening commitment while simultaneously enhancing training quality and disciplinary practices. Such an integrated approach is expected to support sustainable

performance improvement and increase the effectiveness of community service programs implemented by KSH.

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