



The Influence of Work Discipline, Organizational Commitment and Motivation on Employee Performance

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ABSTRACT

Employee performance is one of the main factors that can influence a company's progress. The higher the employee's performance, the easier it will be to achieve the company's goals. The level of work discipline, organizational commitment and motivation will greatly influence performance employees at a company. This research aims to determine the influence of work discipline, organizational commitment and motivation on employee performance at PERUMDA Tirta Pakuan, Bogor City. The method used in this research is descriptive and verification. The sampling technique was carried out by distributing questionnaires to 60 employees. The questionnaire was tested using validity tests, reliability tests and classical assumption tests. The data analysis used is multiple linear regression analysis, analysis of the coefficient of determination as well as the F-test and t-test. test results concluded that was simultaneous and partial variables discipline work, commitment organization, motivation influence positive and are significant to employee performance at PERUMDA Tirta Pakuan Bogor City.

INTRODUCTION

Human Resources (HR) are one of the assets in carrying out company activities and the survival of the company also depends on its employees. Coaching and developing human resource professionalism is one of the right efforts to face and respond to all challenges related to changes in the strategic environment. Employee performance is one of the main factors that can influence a company's progress. The higher the employee's performance, the easier it will be to achieve the company's goals, and vice versa, if the employee's performance is low, the company's goals will be difficult to achieve and the results received will not be in line with the company's wishes. The strength of every company lies in each individual, so that the achievements of a company cannot be separated from the achievements of each individual seen in it. An employee will feel proud of the achievements achieved based on the performance they provide to the company.

PERUMDA Tirta Pakuan Bogor City is a regional company which has the authority to provide clean water consumption needs for the community in Bogor City. Currently, the main clean water needs for households and industry in Bogor City are supplied by PERUMDA Tirta Pakuan Bogor City. The need for clean water is a very important need for various levels of society. As a product that society needs, quality clean water has finally become a demand of today's society. Because all community activities in various aspects of life require clean water. This is because people already understand the importance of clean water to support a healthy life. However, at PERUMDA Tirta Pakuan, Bogor City, researchers found several problems related to human resources in the form of discipline, commitment and motivation.

Behaviour that reflects undisciplined attitudes carried out by employees includes not attending work without explanation or neglect, arriving late, leaving work before the appointed time, and abusing rest time and not maximizing time for work. Even though the company has established an attendance policy consisting of attendance rules and absence procedures. The average number of employees late/day in 2020 was 31.5 minutes. The highest rate of employee tardiness occurred in February at 69.5 minutes/month. On the other hand, the lowest employee tardiness occurred in April and May at 0%. This data proves a high level of delays which makes company performance unfavourable

An indication of low employee commitment is that some employees feel that their work exceeds working hours and there is a lack of supervision from superiors towards subordinates so that employees lack emotional and moral feelings towards the company to remain in the company. The issue of organizational commitment at PERUMDA Tirta Pakuan, Bogor City, is an important matter. There is employee commitment problems encountered at PERUMDA Tirta Pakuan, Bogor City, such as employees lacking a sense of

family within the company which causes some employees to feel less comfortable living in the company.

Preliminary survey regarding motivation based on motivation indicators, namely remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself. It can be seen from the percentage of answers that answered "No" which was 62% higher than the answer "Yes" which was only 38%, so it can be concluded that the level of motivation of PERUMDA Tirta Pakuan Bogor City employees is not in line with what the company expects.

LITERATURE REVIEW

1. Performance

Performance is the result of work and work behavior achieved to complete the tasks and responsibilities in a certain period (Kasmir, 2016). The employee performance indicators are as follows, quality, quantity, timeliness, effectiveness, independence, work commitment (Robbins, 2006).

2. Discipline

Discipline is a form to a company's success in achieving its goals (Hasibuan, 2015). Indicators of attendance, level of vigilance, adherence to work standards, adherence to work regulations, work ethics (Siswanto, 2010).

3. Organizational Commitment

Organizational commitment can include the desire to have a career in the organization, willingness to sacrifice personal interests, a strong desire to remain a member of the organization (Fred Luthans, 2012). Indicators of affective commitment, sustainable commitment and normative commitment (Robbins, 2017).

4. Work motivation

Motivation is an encouraging motivation which will result in high performance (Ivonne & Greis, 2016). Indicators of work motivation are remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself (Affandi, 2018).

5. Hypothesis

H1: Work discipline, organizational commitment, and motivation for employee performance.

H2: Work discipline on employee performance

H3: Organizational commitment to employee performance

H4: Motivation for employee performance.

METHODOLOGY

The approach to this research is a quantitative qualitative approach or a combination (mixed methods). The design used is descriptive and verification.

There are two types of variables in this research, namely independent variables (X). The independent variables (1) work discipline, (2) organizational commitment (3) motivation. Bound or Dependent Variable (Y), is a employee performance.

Population of this study was all 458 employees of PERUMDA Tirta Pakuan, Bogor City. Researchers took 13% of the total population in PERUMDA Tirta Pakuan, Bogor City, namely 60 respondents. The questionnaire was tested using validity tests, reliability tests and classical assumption tests and regression analysis

RESULT AND DISCUSSION

1. Employee Characteristics

Table 1. Employee Characteristics

Information	Characteristic Type	Number of people	Presentation (%)
Gender	Man	49	82
Age	21-30 Years	32	54
Education	SMA/SMK	22	37
Length of work	7-9 Years	30	50

Source: Primary data processed, 2022

2. Validity and Reliability Test

Validity test results on indicator items for the work discipline variable (X1) shows that all instruments are declared valid because the correlation value is in accordance with the provisions, namely rcount is greater than or equal to rtable with the largest correlation coefficient value being 0.800 and the smallest correlation coefficient value being 0.345 and is declared valid in this test.

Validity test results on the organizational commitment variable indicator items (X2) shows that all the instruments are declared valid because the correlation value is in accordance with the provisions, namely rcount is greater than or equal to rtable with the largest correlation coefficient value being 0.812 and the smallest correlation coefficient value being 0.503 and is declared valid in this test.

Validity test results on the motivation variable indicator items (X3) shows that all the instruments are declared valid because the correlation value is in accordance with the provisions, namely rcount is greater than or equal to rtable with the largest correlation coefficient value being 0.755 and the smallest correlation coefficient value being 0.367 and is declared valid in this test.

The results of the validity test on the employee performance variable indicator items (Y) show that the entire instrument is declared valid because the correlation value is in accordance with the provisions, namely rcount is greater than or equal to rtable with the largest correlation coefficient value being 0.790 and the smallest correlation coefficient value being 0.350 and stated valid in this test.

The results of the reliability test for each variable produced a Crombach's alpha value greater than or equal to 0.6. This shows that all instruments for each variable used in this research were declared reliable.

3. Classic Assumption Test

The results of the normality test in study were normally distributed with a Sig value of 0.153. The result of multicollinearity in this study did not occur multicollinearities problems. The results of the heteroscedasticity test in regression model did not occur heteroscedasticity and suitable for use to predict each variable in study.

4. Multiple Linear Regression Test

Table 2. Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	29,328	5,212		5,628	,000
1 Work Discipline	,348	,165	,399	2,737	,044
Organizational Commitment	,247	,190	,370	3,526	,029
Motivation	,385	,115	,399	2,720	,031
a. Dependent Variable: Employee Performance					

Source: Processed data, 2022

Based on this table, a regression equation is obtained with the following estimated model: $Y = 29.328 + 0.348X_1 + 0.247X_2 + 0.385X_3 + e$

The regression coefficient is a number that shows the magnitude of the influence of each independent variable on the dependent variable. The magnitude of the influence of each of these variables is explained as follows:

1. Work discipline regression coefficient (X1) has a positive sign, meaning that every increase in work discipline is expected to be followed by an increase in employee performance (Y) assuming that the organizational commitment variable (X2) and motivation variable (X3) remain constant.
2. Organizational commitment regression coefficient (X2) has a positive sign, meaning that every increase in commitment is expected to be followed by an increase in employee performance (Y) assuming that the work discipline variable (X1) and motivation variable (X3) remain constant.
3. Motivational regression coefficient (X3) has a positive sign, meaning that every increase in motivation is expected to be followed by an increase in employee performance (Y) assuming that the work discipline variable (X1) and organizational commitment variable (X2) remain constant.

The results of multiple correlation analysis can be seen in Table 3 below:

Table 3. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,653a	,521	,518	1,495
Predictors:(Constant), Motivation (X3), Commitment (X2), Work Discipline (X1) b. Dependent Variable: Employee Performance (Y)				

Source: Processed data, 2022.

Based on Table 3, The percentage contribution of the influence of work discipline, organizational commitment and motivation variables on employee performance is 52.1%

Table 4. Test Results F

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3,783	3	1,261	3,564	,041b

Residual	125,201	56	2,236		
Total	128,983	59			
a. Dependent Variable: Y					
b. Predictors: (Constant), X3, X2, X1					

Source: Processed data, 2022.

Based on the calculated F value in Table 4, it is known that the calculated F is 3.564. So the calculated it can be concluded that HO is rejected and HA is accepted with a confidence level of 95%, simultaneously the work discipline variable (X1), organizational commitment (X2), and motivation (X3) have a positive and significant effect on employee performance (Y).

Table 5. Recapitulation of Testing Overall Partial

No.	Variable	tcount	Sig.	Conclusion
1.	Work Discipline	2,737	0.044	
2.	Organizational Commitment	3,526	0.029	Positive and significant influence
3.	Motivation	2,720	0.031	

Source: Processed data, 2022.

Based on Table 5, it can be concluded that the results of the partial regression coefficient test between the variables work discipline, organizational commitment and motivation each have an influence on employee performance. The biggest variable that influences employee performance is organizational commitment (X2), this is thought to be because employees have a high level of loyalty and willingness to work for the company. Meanwhile, the smallest contribution is motivation (X3), this is thought to be due to the low motivation that employees have in doing their work, and one of the problems is the high level of employee absenteeism which exceeds the tolerance limit set by the company in that year.

The employee response to the work discipline variable was 4.20 which is included in the high category. This shows that PERUMDA Tirta Pakuan Bogor City employees have high work discipline. The employee's answer to the work discipline variable has the highest score of 4.32, namely the indicator of compliance with work standards. This means that employees are aware of the standards that the company has set in their work so that they always comply and do not violate the rules. Meanwhile, the lowest score was 4.13, namely the level of alertness indicator to avoid accidents while working.

The employee response to the organizational commitment variable was 4.20 which is included in the high category. This shows that PERUMDA Tirta Pakuan Bogor City employees have a high work commitment with the majority having work experience of more than 5 years because the company provides salary payments according to the employee's workload. Employee answers to the organizational commitment variable have the highest score of 4.28, namely the sustainable commitment indicator. Employees put their trust in the company that every problem that occurs must be resolved collaboratively and with the aim of mutual success, so that employees remain with the company and trust that the company will provide welfare and reciprocity for what the employees have done.

Meanwhile, the lowest score was 4.15, namely on the normative commitment indicator. There are employees who previously chose to leave the company rather than continue working and survive. This is proven by the fact that in 2020 the turnover rate within the company reached a high figure, namely 10.10% and the normal limit was only between 5%-10%, which shows the low level of employee commitment to the company. To make employees want to continue to stay in the organization, this can be done by fulfilling workers' basic needs, paying attention to people at all levels, trusting and being trusted, and tolerating individuality (Wibowo, 2014). To get commitment from employees, it is good for the company to provide a guarantee that the company wants to maintain employee membership in the future.

The employee response for the motivation variable is 4.18 which is included in the high category. This shows that PERUMDA Tirta Pakuan Bogor City employees have high work motivation. The employee's answer to the motivation variable has the highest score of 4.43, namely the working conditions indicator where the employee feels comfortable in the current work environment. This means that employees have a comfortable work environment both in terms of co-workers and adequate facilities, making it easier for employees to carry out their work in a supportive work environment. Meanwhile, the lowest score of 4.07 is for the work indicator itself, namely the statement that employees are able to solve problems. difficulties in work and shows a high category. This shows the need for employees to be guided and assisted by their colleagues. A lack of mutual assistance occurs due to the lack of familiarity and closeness of relationships between employees in different work sections or departments, giving rise to barriers or boundaries in social relations. Helping fellow employees is the biggest factor in establishing individual relationships between employees. To overcome this, companies should manage employees to be able to work cohesively in company departments which can provide active employee involvement, so that employees can help each other in doing their work.

The employee response for the employee performance variable is 4.16 which is included in the high category. This shows that employees have high

performance. This is because the majority of employees who have worked for more than 5 years then have supervision from their superiors in carrying out their work. The employee's answer to the performance variable has the highest score of 4.38, namely on the quality indicator where employees are responsible for their work. This means that employees are serious about carrying out their work, so that employees have a sense of having to provide the best work results to the company. Meanwhile, the lowest score was 3.87, namely the independence indicator that employees are able to complete work without supervision in completing their work. Employees always try to maximize their time and skills at work. However, there are still employees who make mistakes. Therefore, to improve employee performance, companies should conduct training so that employees are able to work independently and provide work motivation so that employees are enthusiastic about working as well as supervision by the leadership.

CONCLUSIONS AND RECOMMENDATIONS

The following conclusions can be drawn:

1. Based on the responses to each variable
 - a. The condition of work discipline among PERUMDA Tirta Pakuan Bogor City employees is on average in the high category. The highest score is found in the indicator of compliance with work standards. This means that employees are aware of the standards that the company has set in their work so that they always comply and do not violate the rules. Meanwhile, the lowest score is an indicator of the level of alertness.
 - b. The condition of organizational commitment among employees is on average in the high category. The highest score is found in the sustainable commitment indicator. Meanwhile, the lowest score is found in the normative commitment indicator.
 - c. The motivation condition of employees is on average in the high category. The highest score is found in the working conditions indicator that employees feel comfortable in the current work environment. This means that employees have a good work environment, making it easier for employees to carry out their work. Meanwhile, the lowest score is on the work indicator itself.
 - d. The average employee performance condition is in the high category. The highest score is found on the quality indicator. This means that employees are serious about carrying out their work, so that employees have a sense of having to provide the best work results to the company. Meanwhile, the lowest score is found in the independence indicator.
2. Work Discipline, Organizational Commitment and Motivation simultaneously have a positive and significant influence on the performance of PERUMDA Tirta Pakuan Bogor City employees.

3. Work Discipline, Organizational Commitment and Motivation partially have a positive and significant influence on the performance of PERUMDA Tirta Pakuan Bogor City employees.

FURTHER RESEARCH

For further research, other variables can be added. The sample in this study was relatively small, namely only 60 respondents, so that for further research the number of samples can be increased by expanding the scope of the research.

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