



# Organizational commitment and work discipline to employee performance

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## ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 53 respondents drawn into a sample using non-probability sampling, using saturated sampling / total sampling method. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that organizational commitment does not significantly affect employee performance. The second hypothesis states that work discipline greatly influences employee performance. The third hypothesis is that employee performance is influenced by organizational commitment and work discipline, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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## 1. INTRODUCTION

Human resources is the design of various formal systems in an organization to ensure the effective and efficient use of human expertise to achieve organizational / company goals following the intended determination. Human resources are employed in organizations that become activists, theorists, and planners to achieve the organization's purposes. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the compthe author has improved according to the reviewer's direction marked in redany as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al., 2022; Haryadi. D, 2022; Haryadi. Haryadi et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of

organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and inspiration triggers are needed for company employees through specific actions from the company. Company resources are precious capital for a company because humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

To get optimal company goals is to build high employee organizational commitment. Organizational commitment can be defined as part of the relationship that individuals feel with employees in their careers in groups/organizations (Gunawan et al., 2022). Organizational commitment is significant because organizations need employees who have high organizational commitment; the organization can survive and can improve the excellent service it produces (Putri et al., 2023). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari et al., 2018; Rahmatullah et al., 2022). Research conducted by (Angraini et al., 2021; Nur Haniyah & Rini Lestari, 2022; Surohmat & Istiyani, 2022) explained in the results of their research that organizational commitment variables do not have a significant influence on employee performance. Among them in realizing the commitment of each individual to their company, sometimes this individual does not have a commitment to himself or a commitment to the company because this organizational commitment cannot be realized properly.

In addition to organizational commitment, one factor that can improve employee performance is high work discipline. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase someone's awareness and willingness to obey all company rules and social norms that apply (Parta et al., 2023).

PT. Nikomas Gemilang Serang is one of the manufacturing industries operating in shoe manufacturing factories. Its products are in great demand, and all its products are exported abroad (abroad). To maintain the quality of good results, of course, high performance is needed. Currently, the problem experienced is performance in its implementation at PT. Nikomas Gemilang Serang is not going as well as expected by the management; one of the obstacles encountered is operations

or human resources. There are some discoveries, namely defective materials increase and production results decrease every month, automatically making the target reduce—lack of improvement of the quality system in a sustainable way.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

## 2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationships, influences, impacts, and causal effects of various concepts or factors that are designed in management science in some ways. The population in this study was employees of PT Nikomas Gemilang Rolling Section Nike Division, which amounted to 53 respondents. The sample in this study consisted of employees of PT Nikomas Gemilang Rolling Section Nike Division, totaling 53 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 53 questionnaires were obtained from respondents. To get this data, the author made a questionnaire with a Google form distributed via email and WhatsApp; the author's employees began distributing questionnaires from November 10, 2023, to December 6, 2023, after the author collected the data using IBM SPSS software version 26. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant influence of organizational commitment on employee performance, H2: There is a substantial influence of work discipline on employee performance, H3: There is a considerable influence of organizational commitment and work discipline simultaneously on employee performance.

## 3. RESULTS AND DISCUSSIONS

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Organizational commitment is calculated using five statements; work discipline is measured using five words, and employee performance is measured using five accounts. This study tried to test validity by looking at the validity number of corrected total item correlation values. Furthermore, the results of the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

**Table 1.** Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Organizational Commitment				0.954
OC_1	0.906	0.271	Valid	
OC_2	.0913	0.271	Valid	
OC_3	0.802	0.271	Valid	
OC_4	0.844	0.271	Valid	
OC_5	0.910	0.271	Valid	
Work Discipline				0.941
WD_1	0.896	0.271	Valid	
WD_2	0.890	0.271	Valid	
WD_3	0.892	0.271	Valid	
WD_4	0.687	0.271	Valid	
WD_5	0.845	0.271	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				0.934
EP_1	0.855	0.271	Valid	
EP_2	0.901	0.271	Valid	
EP_3	0.898	0.271	Valid	
EP_4	0.745	0.271	Valid	
EP_5	0.735	0.271	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have r-count values > 0.271, which automatically meet the data validity standard. The needle is considered accurate if each r-calculate point of validity value  $r > 0.329$ . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

**Table 2.** One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		53
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.86763685
Most Extreme Differences	Absolute	.196
	Positive	.184
	Negative	-.196
Test Statistic		.196
Asymp. Sig. (2-tailed)		.087 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) A value of 0.087 indicates residual data with a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

**Table 3.** Multiklonieritas test

Model	Tableicients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Organizational Commitment	.129	7.775
	Work Discipline	.129	7.775

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It can be known that the value of the Variance Inflation Factor (VIF) is 7.775, and the Tolerance value is 0.129. The result of the multicollinearity test decision is that if the tolerance value ( $0.129 > 0.10$ ) and VIF ( $7.775 < 10$ ), it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

**Table 4.** Regres regressionr test

Model	Coefficients a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	.778	1.133			.687	.495
1	Organizational Commitment	-.044	.139	-.046	-.317	.752
	Work Discipline	.992	.147	.973	6.745	.000

a. Dependent Variable: Employee Performance

A positive constant of 0.778 means that if the value of organizational commitment and cooperation discipline equals zero, then the level or magnitude of employee performance is still 0.778. The regression coefficient of the corporate commitment variable has a negative value of -0.044, which means that if the value of the organizational commitment variable decreases one hundred %, employee performance decreases -0.044 times. The value of the regression coefficient of the work discipline variable is positive at 0.992. This explains that if the value of work discipline increases by one hundred percent, then the employee performance variable increases by 0.992 times. The following analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis test

Variable	T-value	P-values	Result
OC → EP	-.317	0.752	Rejected
WD → EP	6.745	0.000	Accepted
OC & WD → EP	19.030	0.000	Accepted

*Source: Results of research data processing 2023*

Table 5. Statistically, demonstrating organizational commitment does not affect employee performance. This does not follow the hypothesis that the author proposed. Because the organizational commitment possessed by employees is already high. To get optimal company goals is to build high employee organizational commitment. Organizational commitment can be defined as acting as part of individuals' relationship with employees in their careers in groups/organizations (Gunawan et al., 2022).

The second finding in this study is that work discipline statistically shows a significant influence on employee performance. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022).

The third finding in this study statistically shows the significant influence of variables of organizational commitment and work discipline on employee performance. Organizational commitment is substantial because organizations need employees who have high organizational commitment; the organization can survive and can improve the excellent service it produces (Putri et al., 2023). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari et al., 2018; Rahmatullah et al., 2022). At the same time, work discipline can be interpreted as a manager communicating to employees to change their behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and increase awareness and the willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

#### 4. CONCLUSION

From the results of research and discussion, the author concludes that the first hypothesis states that the variable of organizational commitment does not influence employee performance, meaning that the organizational commitment of employees in the company already has high organizational commitment. The second hypothesis is that work discipline variables significantly affect employee performance; the higher the work discipline employees possess, the higher their commission. The third hypothesis is that employee performance is influenced by organizational commitment and work discipline. The variables of organizational commitment and work discipline are included in the excellent category because the results of the descriptive analysis show the requirements as an indicator analysis in the company that is used for performance appraisal. It is necessary to maintain a harmonious relationship between employees to have a sense of togetherness between employees and increase human resources. For future research, it is essential to add research variables such as leadership, job satisfaction, and organizational culture to know what factors can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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