

EFFECT OF ORGANIZATION COMMITMENT, WORK MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE (CASE STUDY: PT. PLN (PERSERO) P3B SUMATERA UPT PADANG)

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ABSTRACT

Employees are an essential asset for the organization to advance and develop the organization to be more productive. This situation may achieve when employees in the organization have optimal performance. Many factors positively affect the performance of employees in the organization. This study aims to determine how much influence organizational commitment, work motivation and work discipline have on employee performance in PT. PLN (Persero) P3b Sumatera UPT Padang. Respondents who were involved in the study were 60 people who were selected using the saturated sample technique. The results showed that both partially and simultaneously, organizational commitment, work motivation, and work discipline had a significant and positive effect on employee performance. The coefficient of determination of the tested variables is .636. It shows that the percentage contribution of the variable organizational commitment, work motivation and work discipline to employee performance is 64.6%. In comparison, the remaining 35.4% determined by other variables not analyzed in this study's model. Thus, this study shows that the three tested variables must be an essential consideration for the organization to obtain optimal employee performance.

1. INTRODUCTION

In essence, human resources are one of the capital and play an essential role in a company or agency. Humans are the driving force and determining the running of an organization or agency. Because of the importance of the human element in carrying out a job, it is necessary to get attention. Employees are an essential factor in every organization. An organization does not expect capable employees, but the most important thing is that they are willing to work hard and achieve maximum performance results (Ramdani et al., 2019). According to Setiani (2013), employees are a valuable asset for a company to achieve its goals. For company productivity to run smoothly, it requires workers or employees who comply with the principle of "the right man in the right place". It is in line with Hafiz and Ma'mur (2018), which states that the best and quality employees are company assets that will overgrow. Employee performance is quite influential in the benefits obtained company itself.

Performance results from work produced by employees or real behaviour displayed according to their role in the organization (Yantika et al., 2018). Three main factors affect the performance of employees or employees, according to Simanjuntak (in Devita, 2017). First, individual factors, individual factors are the ability and skills to do work. A person's competence influenced by several factors: the ability and work skills and motivation and work ethic. The second factor is the organizational support factor. In carrying out their duties, employees need the support of the organization where they work. This support is in the form of organization, provision of work facilities and infrastructure, a comfortable working environment, and working conditions and conditions. Organizing intended to provide clarity for everyone about the goals that must achieve and what must do to achieve these goals. Everyone needs to have and understand clear job descriptions and duties. The third factor, namely management support, company performance and everyone's performance is also very dependent on the managerial ability of the management or leaders, either by building a working system and industrial relations that are safe and harmonious or by developing worker competence, as well as fostering motivation of all employees to work optimally.

The success of a company must also consider many things in it. Companies must consider many factors to get the best results—field studies conducted by researchers at PT. PLN (Persero) P3b Sumatera UPT Padang shows that employee performance is an aspect that is very concerned about getting good productivity and company progress. PT. PLN (Persero) P3b Sumatera UPT Padang itself is a company engaged in managing substations and high voltage line networks. In a company, it cannot separate from the performance of its employees, likewise with PT. PLN (Persero) P3b Sumatera UPT Padang is engaged in managing substations and high voltage line networks. Within these companies, increasing work also depends on the progress, seriousness and motivation of employees engaged in service as a state apparatus in carrying out their duties and responsibilities.

Improving employee performance in the company can take various forms, including organizational commitment, work motivation and even work discipline. It can create a conducive work climate to realize the vision and mission of the company. The author has conducted an initial survey on December 27, 2018, at PT. PLN (Persero) P3b Sumatera UPT Padang by interviewing their superiors. Indeed the company is looking at its employees' performance, whether it is following its wishes or not by looking at factors of organizational commitment, work motivation and work discipline.

Organizational commitment is a very determining factor in how employees are actively involved in carrying out every company activity. Lydia et al. (2018) explain that organizational commitment is the level of trust and acceptance of workers towards organizational goals and desires to remain in the organization. Organizational commitment has an influence on employee performance at the company. The higher the organizational commitment, the better employee performance. Besides, work motivation also determines employee performance in the organization. Research conducted by Rahmat (2014) suggests that a person's motivation for their work will direct them to try the best things optimally. Likewise, what was stated by Ramdani et al. (2019) which implicitly suggests companies with significant individualistic differences in employees, including motivation to work well, will direct themselves to the appropriate organizational goals so that what happens is effective work productivity.

Organizational commitment and work motivation are considered incomplete in determining employee performance. There are still other factors, such as work discipline that will determine the quality of employee work. According to Santoso (2017), discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms. Discipline is the willingness of someone who arises with his awareness to follow the rules

that apply in the organization. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. Maulana et al. (2015) suggest that these scientific characteristics carried out in ways that make sense, the way that can be observed and carried out by others; the process used uses logical steps.

At PT. PLN (Persero) P3b Sumatera UPT found several facts that there is still a lack of employee awareness of organizational commitment which can saw in their inconsistency in their presence in the company. It has an impact on not achieving organizational goals and a lack of employee loyalty to the company. Passive organizational commitment among employees reduces the performance of these employees. Also, most employees do not work correctly during working hours, often come to work late, speak disrespectfully and unethically, and there are still many who violate regulations that have enforced as for evidence of problems that occurred at PT. PLN (Persero) P3b Sumatera UPT Padang can be seen in the employee attendance data in table 1.

Table 1. Employee Attendance Data for the Period May to December 2018

Month	Number of Employees	Sick	Permi ssion	Without Explanation	Number of Absences	Attendance Percentage (%)
May	60	3	1	2	6	10 %
June	60	1	2	2	5	8 %
July	60	1	1	3	5	8 %
August	60	2	1	1	4	7 %
September	60	1	2	1	4	7 %
October	60	2	1	1	4	7 %
November	60	-	2	2	4	7 %
December	60	1	2	1	4	7 %

Source: PT. PLN (persero) P3b Sumatera UPT Padang

Table 1, it can saw that the employee absentee level of PT. PLN (Persero) P3b Sumatera UPT Padang experienced an increase. In May, the number of absent employees was six employees with a percentage of 10% and decreased in June to 5 employees with a percentage of 8%. For July there were still five people. Employees with a percentage of 8%, and from August to December there was a decrease in absenteeism by four employees with 7%. So from table 1, it can be concluded that an employee's presence is starting to improve because an open employee cannot attend a job. However, some employees in that year have attended training and education outside the region not to attend the workplace. The fundamental reason is that human resources play an essential role in the company. So that without the existence of a human, the work program that proclaimed will not run as expected by the company management.

Research from Heruwanto et al. (2019), work motivation influences performance where the higher the work motivation, the higher the performance at the company. It supports Ryanto et al. (2017) research, which states that work motivation also affects employee performance in companies listed on the Indonesia Stock Exchange. Besides, according to Shahzadi et al. (2014) also support that work motivation is very influential on employees of government centres and schools in Bahawalpur, Yazman and Alipur, Pakistan. While previous research related to work commitment and work discipline is Sularso's research (2017) which states organizational commitment has a positive and significant effect on employee performance, the higher the organizational commitment, the better employee performance. Work discipline has a positive and significant effect on employee performance; the better the

work discipline gave, the better its performance. It is in line with Sani (2013), which also states that organizational commitment and discipline affect employee performance.

The author assumes that the absence of attention to the various factors described earlier is one thing that will determine the success of employees at work. It is not fully paid attention to many companies and organizations. In Indonesia, there are not many studies that accommodate internal and external factors as determinants of employee performance. The formulation of the problem in this research is as follows: (1) How does organizational commitment affect the performance of PT. PLN (Persero) P3b Sumatera UPT Padang? (2) How does work motivation influence the performance of PT. PLN (Persero) P3b Sumatera UPT Padang?, (3) How does work discipline affect the performance of employees of PT. PLN (Persero) P3b Sumatera UPT Padang?, and (4) How do organizational commitment, work motivation and work discipline influence the performance of employees of PT. PLN (Persero) P3b Sumatera UPT Padang? Based on various previous studies' theoretical basis, to describe the relationship between the independent variable and the dependent variable in this study, a frame of mind is proposed (see Figure 1).

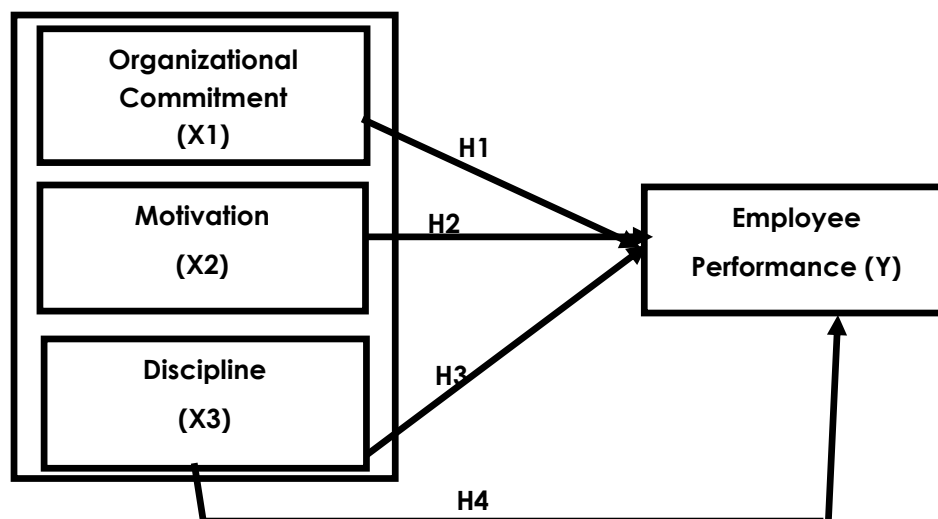


Figure 1. Thinking Framework Chart

2. METHOD

The object of research in this study is PT. PLN (Persero) P3b Sumatera UPT (Transmission Service Unit) Padang is located on Jl. By Pass Km.6 Lubuk Bagalung. According to Larasati and Gilang (2018), this research method is a quantitative method based on positivism. This type of research is explanatory research. The quantitative approach use to examine specific populations and samples, sample collection techniques generally carried out randomly, data collection uses research instruments, and data analysis is quantitative/statistical to test predetermined hypotheses (Ramdani et al., 2019).

The population used in this study were all employees at PT. PLN (Persero) P3b Sumatera UPT Padang and all respondents in the population are used as subjects because the numbers are small so that all respondents are involved. In this case, the sampling technique used is saturated, taking all respondents in the population as subjects (Salsabila et al., 2019). While the data used as a sample in this study are data on organizational commitment, work motivation and work discipline at PT. PLN (Persero) P3b Sumatera UPT Padang. Data obtained directly from respondents who are at PT. PLN (Persero) P3b Sumatera UPT Padang based on a list of questions (questionnaire).

2.1. Research Instrument

In conducting the research, the instrument used a Likert scale. According to Sugiyono (2014), the Likert scale is a scale used to measure people's attitudes, opinions, and perceptions about social phenomena. With a Likert scale, the variables to be measured starting point for arranging instrument items can be seen in the table 2.

Table 2. Research Instrument

No	Variable	Sources	Indicators	No	Total
1	Performance Employee (Dependent Variable/Y)	(Lestari et al., 2016)	1. Work quantity.	1,2	2
			2. Quality of work.	2,3	2
			3. On time.	5,6	2
			4. Effectiveness	7,8	2
			5. Independence	9,10	2
2	Organizational Commitment (Independent Variable/X1)	Robbins (2012)	1. Affective commitment	1,2,3,4	4
			2. Continuance commitment	5,6,7,8	4
			3. Normative commitment	9,10	2
3	Work Motivation (Independent Variable/X3)	Priansa (2016:218- 219)	1. <i>Effort</i>	1,2,3,4	4
			2. <i>Persistence</i>	5,6,7,8	4
			3. <i>Direction</i>	9,10	2
4	Work Discipline (Independent Variable/X3)	(Budi, Santoso, 2017)	1. Compliance work regulation	1,2	2
			2. Effective at work	3,4	2
			3. Corrective work	5,6	2
			4. Attendance on time	7,8	2
			5. Finish work on time	9,10	2

2.2. Data Analysis Method

The instrument for testing the data from this study used multiple regression analysis. Multiple regression analysis is a data analysis technique used to predict the dependent variable's value (Sugiyono, 2014).

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ Besides, hypothesis testing carried out. This test conducted to determine the effect of the independent variables, namely organizational commitment, work motivation and work discipline on variables that depend on employee performance. After that, a simultaneous test (F test) carried out, showing whether all the independent variables are used together on one dependent variable. Partial test (t-test) determines how far the influence of independent variables can explain the dependent variable individually. Finally, the coefficient of determination carried out to see the relationship between two or more variables. A positive result means that the greater the value of variable 1, the greater the value of variable 2.

3. RESULTS

The results showed that the respondents involved were 60 people, of which 20 were women, and the rest were men for the age range of respondents starting from 20 to 60 years. The analysis in this study is multiple regression analysis. The table 3 is a table of the results of Multiple Regression.

Table 3. Multiple Regression Analysis of Organizational Commitment (X1), Work Motivation (X2) and Work Discipline (X3) on Employee Performance (Y)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.971	3.011		4.308	.000
	Organizational Commitment	.327	.084	.449	3.889	.000
	Work Motivation	.238	.096	.270	2.465	.017
	Disiplin Kerja	.165	.074	.218	2.237	.029

a. Dependent Variable: Kinerja.Karyawan

Source: Primary Data Processed, 2019

Based on table 3 above, it can saw that the regression equation is:

$$Y = 12.971 + 0.327X_1 + 0.238X_2 + 0.165X_3 + e$$

Interpretation based on this equation can interpret as follows:

1. A constant of 12,971 means that if Organizational Commitment, work motivation, and work discipline do not exist or is zero (0), then Employee Performance is still 12,971.
2. A positive regression coefficient (unidirectional) of 0.327 means that if Organizational Commitment is increased by one unit of weight, with the assumption that Work Motivation and Work Discipline neglected, it will increase Employee Performance 0.327 units of weight.
3. A positive regression coefficient (unidirectional) of 0.238 means that if Work Motivation is increased by one unit of weight, with the assumption that Work Motivation and Work Discipline ignored, it will increase Employee Performance of 0.238 units of weight.
4. A positive regression coefficient (unidirectional) of 0.165 means that if Work Discipline is increased by one unit of weight, with the assumption that Organizational Commitment and Work Motivation ignored, it will increase Employee Performance of 0.165 unit weight.

3.1. Hypothesis Testing Result

Partial Hypothesis Testing (t-test)

The t-test intends to test the significant effect of the independent and partially dependent variables. The test compares the significant probability with alpha 0.05. From the test results, if the significant probability is smaller than alpha 0.05, then H_0 is rejected, and H_a is accepted, meaning there is a relationship. If the significant probability is greater than alpha 0.05, H_0 is accepted, and H_a rejected, meaning there is no relationship. The degrees of freedom (df) $n - k - 1$ are $60 - 3 - 1 = 56$ (n is the number of respondents and k is the number of independent variables) so that the results obtained for the t-table are 2.003 From the results of data processing can be presented in table 4.

Table 4. Partial Hypothesis Testing (t-test) (Uji T)

Independent Factor	t-count	t-table	Significant
Organizational Commitment (X1)	3.889	2.003	0.000
Work Motivation (X2)	2.465	2.003	0.017
Work Discipline (X3)	2.237	2.003	0.029

Source: Primary Data Processed, 2019

From table 4, it can interpret as follows:

1. The Effect of Organizational Commitment (X1) on Employee Performance (Y)

From table 4 above, it can saw that the t-count is 3.889 and the t-table is 2.003 where the t-count is greater than the t-table ($3.889 > 2.003$), or the significant level is smaller than alpha ($0.000 < 0.05$), it can obtain that H_0 rejected. H_1 received. The results showed that Organizational Commitment had a positive effect on employee performance

2. The Effect of Work Motivation (X2) on Employee Performance (Y)

From table 4 above, it can saw that the t-count is 2.465 and the t-table is 2.003 where the t-count is greater than the t-table ($2.465 > 2.003$) or the significant level is smaller than alpha ($0.017 < 0.05$), it can obtain that H_0 rejected. H_1 received. The results showed that work motivation has a positive effect on employee performance

3. The Effect of Work Discipline (X3) on Employee Performance (Y)

From table 4 above, it can saw that the t-count is 2.237 and the t-table is 2.003 where the t-count is greater than the t-table ($2.237 > 2.003$) or the significant level is smaller than alpha ($0.029 < 0.05$), it can obtain that H_0 rejected. H_1 received. The results showed that work discipline has a positive effect on employee performance

3.2. Simultaneous Hypothesis Testing (F-test)

The regression coefficient test simultaneously carried out with the F test (ANOVA). This test used to determine whether the independent variables together have a significant effect on the dependent variable. Alternatively, to find out whether the regression model can be used to predict the dependent variable or not. Effective means that the relationship that occurs can apply to the population (can be generalized). The test carried out with the F test (ANOVA). The F test uses a significant level of 0.05 (2-tailed test) with 95% degrees of freedom, alpha = 5%, DF_1 (number of variables-1) or $4 - 1 = 3$, and DF_2 ($nk-1$) or $60 - 3 - 1 = 56$, the results obtained for F are 2.77.

The F test intended to test the hypothesis of the study which states that the variables of Organizational Commitment (X1), Work Motivation (X2) and Work Discipline (X3) have a significant effect on Employee Performance (Y). The results of testing the hypothesis together can be seen in Table 5.

Table 5. Simultaneous Hypothesis Testing (F-test)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	559.864	3	186.621	36.913	.000 ^b
	Residual	283.120	56	5.056		
	Total	842.983	59			

a. Dependent Variable: Employee Performance Employee

b. Predictors: (Constant), Work Discipline, Work Motivation, Organizational Commitment

Source: Primary Data Processed, 2019

Table 5 shows that this test is carried out by comparing the F_{value} with F because the F_{value} is greater than the F value ($36.913 > 2.77$). F_{value} 5.056 with a significant level of 0.000 less than 5%. So it is obtained that H_0 rejected and H_a is accepted, which means that this is done jointly between Organizational Commitment, Work Motivation and Work Discipline have a significant effect on Employee Performance

3.3. The Coefficient of Determination (R²)

Determination analysis in multiple linear regression used to determine the percentage of the contribution of the influence on the independent variables; consisting of Self Organizational

Commitment (X1), Work Motivation (X2), and Work Discipline (X3) on Employee Performance (Y). The results of the determination can be seen in Table 6.

Tabel 6. The Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	,815 ^a	,664	,646	2,248

a. Predictors: (Constant), Work Discipline, Work Motivation, Organizational Commitment

Source: Primary Data Processed, 2019

Based on table 6 above, it obtained Adjust R Square of 0.646. It shows that the contribution of the variables of Organizational Commitment, Work Motivation and Work Discipline to Employee Performance is 0.646 or 64.6%. In comparison, the remaining 35.4% determined by other variables which not analyzed in the model. For more details, the four research hypotheses can conclude in table 7.

Table 7. Research Hypothesis Testing Results

Hypot hesis	Statement	Significant	Comparis on	Decisio n
H1	It is suspected that the significant influence of organizational commitment on employee performance at PT PLN PADANG	0.000	0.05	Receive d
H2	It is suspected that the significant influence of work motivation on employee performance at PT. PLN PADANG	0.017	0.05	Receive d
H3	It is suspected that the significant influence of work discipline on employee performance at PT. PLN PADANG	0.029	0.05	Receive d
H4	It is suspected that the significant influence of organizational commitment, work motivation and work discipline on employee performance at PT. PLN PADANG	0.000	0.05	Receive d

Source: Primary Data Processed, 2019

4. DISCUSSION

The interpretations of this research are as follows:

1. The Effect of Work Motivation on Employee Performance

The Effect of Organizational Commitment on Employee Performance There is a positive and significant effect of Organizational Commitment on Employee Performance at PT. PLN

(Persero) P3B Sumatera UPT Padang. Where it saw that the t-count is 3.889 and the t-table is 2.003 where the t-count is greater than the t-table ($3.889 > 2.003$), or the significant level is smaller than alpha ($0.000 < 0.05$), it can obtain that H_0 rejected. It shows that the higher the organizational commitment, the higher the employee's performance, with high organizational commitment, will provide the maximum and best performance and effort to achieve organizational goals, are willing to put more importance on the company or organization and have a strong desire to remain living in the company and organization and are always loyal to the responsibilities that have been committed together in the company or organization so that every set of expectations and goals of the company can be realized and can carry out together properly. The results of this study are in line with research conducted by Santoso (2017), Sularso (2017), and Sani (2013) that organizational commitment has a significant effect on employee performance.

2. The Effect of Work Motivation on Employee Performance

There is a positive and significant influence on Work Motivation on Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang. Where it saw that the t-count is 2.465 and the t-table is 2.003 where the t-count is greater than the t-table ($2.465 > 2.003$), or the significant level is smaller than alpha ($0.017 < 0.05$), it can be obtained that H_0 rejected. H_a is accepted. The results of this study indicate that the higher the employee's work motivation, the higher the employee's performance, this is following the opinion of Utomo, Jowo (2015) that motivation is right to be able to advance and develop a company or organization because employees will carry out tasks according to their fields based on awareness. The way motivation works starts with someone who consciously wants to do work with passion and work better. Work motivation can direct an action which expected to be a means to achieve goals. Therefore, employee work motivation can be said to be a form of encouragement that can improve employee or company performance optimally. The results of this study are in line with research conducted by Riyanto, Setyo et al. (2017), Heruwanto et al. (2019), and Shahzadi et al. (2014) that work motivation has a significant effect on employee performance.

3. The Effect of Work Discipline on Employee Performance

There is a positive and significant influence of Work Discipline on Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang. Where it saw that the t-count is 2.237 and the t-table is 2.003 where the t-count is greater than the t-table ($2.237 > 2.003$), or the significant level is smaller than alpha ($0.029 < 0.05$), it can be obtained that H_0 rejected. H_a is accepted. It shows that high discipline will improve employees' performance or organization; discipline reflects the amount of a person's sense of responsibility for the tasks assigned to him. Any increase in performance will influence by work discipline. The company must pay more attention to work discipline aspects, such as goals and abilities, role models, remuneration, justice, respect, and legal sanctions to improve performance. The results of this study are in line with research conducted by Syafrina (2017), Sularso (2017), and Sani (2013) that work discipline has a significant effect on employee performance.

4. The Effect of Organizational Commitment, Work Motivation and Work Discipline on Employee Performance

There is a positive and significant effect of organizational commitment, work motivation and work discipline on Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang. It can see F's value with F because F's value is greater than the value of F ($36.913 > 2.77$). F value 5.056 with a significant level of 0.000 less than 5%. So it is obtained that H_0 rejected and H_a is accepted. The results of this study indicate that the existence of organizational commitment, work motivation, and work discipline together affect PT's performance. PLN (Persero) P3B Sumatera UPT Padang to be even more active in carrying out the duties and

responsibilities that have entrusted to carry out within the company or organization. Particularly in matters relating to organizational commitment regarding the belief in carrying out each assigned responsibility and striving to continue to do good and right, and in work motivation, in this case, the manager's role is crucial because one of the main tasks of managers is to motivate company personnel in order to have high performance. Managers whose personnel will produce can provide the right motivation for maximum productivity, high performance and better corporate responsibility and always have a high commitment to the company not only organizational commitment and motivation, but work discipline must also be considered in the company or organization because, with good work discipline, every goal set by the company can run well. The Adjust R Square value of 0.646 shows that the variable Organizational Commitment, Work Motivation and Work Discipline to Employee Performance is 0.646 or 64.6%. In comparison, the remaining 35.4% determined by other variables not analyzed in the model in this study.

5. As for suggestions to PT.PLN (Persero) P3B Sumatera UPT Padang expected to increase organizational commitment by making extra efforts and helping the company and stay in the company or move to another company with a better offer. They still stay at the *company* now. Besides, it increased employee motivation by imposing penalties for employees who are proven to have violated work regulations and always communicating with their subordinates everything related to the achievement of tasks. Finally, increasing employee work discipline by increasing the company's rules and time and increasing the work of employees at this company so that the company where they work always develops. Meanwhile, it is recommended for further researchers to pay attention to other variables that affect employee performance outside the variables of organizational commitment, work motivation, and work discipline. It also suggested that further research can be deepened and completed with an open questionnaire, given that there are still many limitations in this study.

5. CONCLUSION

Based on the studies, research results, and discussions previously described, the following conclusions can be drawn: (1) That Organizational Commitment has a positive and significant effect on Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang, (2) That Work Motivation has a positive and significant effect on Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang, (3) That Work Discipline has a positive and significant effect on Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang, (4) That Organizational Commitment, Work Motivation and Work Discipline together positively and significantly affect Employee Performance at PT. PLN (Persero) P3B Sumatera UPT Padang, (5) Adjust R Square value of 0.646 this shows that organizational commitment, work motivation and work discipline variables to employee performance are 0.646 or 64.6%. In comparison, the remaining 35.4% determined by other variables not analyzed in the model in this study.

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