



The Effect of Work Discipline, Organizational Commitment and Work Motivation on Employee Performance of the Directorate General of Construction Development Minister For Public Works and Housing Republic of Indonesia

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ABSTRACT

Work discipline, organizational commitment, and work motivation are often linked in studies of employee performance in both private and government organizations. Data collection was carried out by distributing questionnaires using the Linkert scale, the population of which came from 287 people from the Directorate General of Construction Management, Ministry of Public Works and Housing. The selected sample was calculated using the Slovin formula and obtained a sample of 137 respondents. Hypothesis testing in this study uses the validity test, reliability test, classic assumption test, multiple linear regression analysis, and the correlation between dimensions with SPSS version 22. The results show that discipline, organizational commitment, and work motivation variables have positive and significant effects on employee performance.

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

JEL Classifications: M10, M14, J24

1. INTRODUCTION

Human resources are a central factor in management that becomes the driving force for realizing the goals and objectives set in the organization. In the goal-setting process, it is described how the roles and contributions of each work unit and individual regarding what they have to do and what results are achieved to optimize their role and contribution to the achievement of goals, which in turn has an impact on the given performance. If each individual has a role in setting organizational goals, that individual will feel that they have participated in the successful achievement of organizational goals.

Individual performance will affect organizational performance if optimal individual performance has an impact on organizational performance. Individuals who feel that they have contributed to the

successful achievement of the organization will provide their best performance. This is also true of individuals working in the public sector. Individuals who work within the scope of government organizations are referred to as Civil Servants (PNS) according to Law No.43 of 1999 concerning Civil Service Principles and have been changed to State Civil Servants (ASN) in Law No. 5 of 2014 concerning the State Civil Apparatus.

In carrying out their duties and functions, it is very important for all employees of the Directorate General of Construction Development, Ministry of Public Works and Housing to provide their best performance so that organizational goals are realized, namely achieving independent value, competitiveness and added value for Indonesian construction through national construction development, fostering the construction development, fostering the productivity of Business Entities and empowering the construction

workforce. However, even though the employee's remuneration system has been improved, the fact is that factors affecting the performance of the employees have been determined. Allegedly originates from problems such as work discipline, organizational commitment, and work motivation because there are still many employees who come only to meet the hours to come and go from work, the quantity and quality of work that does not meet the requirements, no creativity in work and so on.

Previous research has shown that issues of discipline, organizational commitment, and work motivation affect employees' performance, especially in private organizations. In this study, the researcher would investigate whether these factors also affect employees' performance and how much it has on the performance of the Directorate General of Construction Development, Ministry of Public Works and Housing in improving their performance. In this study, the variables are divided into independent variables, namely work discipline, organizational commitment, and work motivation, and the dependent variable, a variable that is obtained or become a result of the independent variable, namely employee performance.

2. LITERATURE REVIEW

2.1. Work Discipline

In general, discipline is obeying applicable laws and regulations. Discipline is also closely related to the sanctions that need to be imposed on the violating party. In relation to organizational growth, discipline is very important and useful in educating employees to comply with existing regulations and policies, so as to produce a good performance.

According to Hasibuan (2016), discipline is the key to the success of an organization in achieving its goals. Discipline is an important function in an organization because the better of employee's discipline, the higher work performance they can achieve. Meanwhile, according to Zainal (2014), work discipline is a tool used by leaders to communicate with employees to be willing to change behavior as an effort to increase awareness and willingness to comply with all applicable organizational regulations and social norms. According to Singodimejo in Edy (2016: 94), work discipline can be divided into four (4) dimensions, namely, obey the rules of time, obey the rules of the company, obey the rules of behavior in work and obey the other rules.

2.2. Organizational Commitment

Another factor that can affect employee performance is organizational commitment. Organizational commitment to its employees cannot be underestimated, and it is one of the lives of an organization to stay alive. The level of commitment of employees to the organization they work for greatly determines the performance that the organization will achieve.

According to Robert and Kinicki (in Kreitner Robert dan Kinicki Angelo, 2014) that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. Meanwhile, Meyer, Allen, and Smith (in Sutrisno, 2015) state that organizational commitment can be defined as the extent to which an employee experiences a period of unity

with their organization and the willingness of individuals to be with their organization. And according to Robbins and Judge in Zelvia (2015), organizational commitment is a condition where an employee sides with the organization and wants to maintain membership in the organization and in organizational commitment, there are three (3) dimensions that influence it, namely affective commitment, continuance commitment, and normative commitment.

2.3. Work Motivation

Meanwhile, motivation is very important for the organization to pay attention to if it wants every employee to make a positive contribution to achieving goals. With motivation, an employee will have high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even far below the standard because what is his motive and motivation for working is not fulfilled. Even if an employee has the ability to work well if he does not have the motivation to work, the end result of his job will not be satisfactory.

And according to Hasibuan (2016: 141), motivation is what causes, channels, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Referring to Abraham Maslow's theory, the level of work motivation in employees is physical needs, security needs, social needs, recognition needs, and self-actualization needs.

2.4. Employee Performance

Employee performance, according to the Oxford dictionary, is a quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance (quantitative measures used to evaluate the success of the organization, employees, etc. in meeting performance objectives). According to Afandi (2018: 83) performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, does not violate the law and does not conflict with morals and ethics.

The definition of someone who performs well, according to Marc Effron, 2018, is someone who consistently delivers better results and behavior, in absolute and relative terms, than 75% of their peers. So that performance is the achievement achieved by someone in carrying out a task or job in accordance with the standards and criteria set by the job so that organizational goals can be achieved. There are two (2) dimensions that affect employee performance, namely the quantity of work and the quality of work.

3. METHODS

3.1. Procedure and Sample

The population in this study were 204 employees at the Directorate General of Construction Development, Ministry of Public Works and Housing. The method used was purposive sampling. The eligibility criteria for admission are (1) Civil Servant at the Directorate General of Construction Development, and (2) Working period ≥ 5 years. The questionnaires were distributed

to the employees by using Google Form, and 137 employees returned the filled questionnaires. This number fulfills the number determined by the Slovin formula, which is 137 respondents. The data collection was completed in 1 week. The response of 137 employees was used for the data analysis purpose.

Primary data in this study were obtained by distributes the questionnaire, including the identity of the respondents (age, gender, education, and years of working) as well as respondents' responses regarding discipline, organizational commitment, work motivation, and employee performance. Meanwhile, secondary data was taken from existing sources such as ministerial documentation, journals, and literature books.

3.2. Measurement and Data Analysis

The independent variable in this study was measured using 28 questions. Dependent variable using 9 questions. All questions were measured using the Linkert scale model. Meanwhile, data analysis uses statistical methods (descriptive statistics such as mean, standard deviation, validity, reliability, and correlation) (Tables 1 and 2).

4. RESULTS

4.1. Classical Assumption Test Result

The following is the result of the classical assumptions test or regression model test that has been carried out, including the normality test, heteroscedastic test, autocorrelation test, and multicollinearity test.

4.1.1. Normality test result

The results of the normality test for the variables of work discipline, organizational commitment, work motivation, and employee performance can be seen in the following normal P-Plot image:

Based on the picture above, the distribution of dots approaches the diagonal line so that it can be concluded that the residual data in the regression model between the variables of Work Discipline (X1), Organizational Commitment (X2), Work Motivation (X3), and Employee Performance (Y) are normally distributed (Table 3).

Strengthened the normality test with the Kolmogorv-Smirnov test which is shown in the following Figure 1.

The table shows the sig value. $0.200 > 0.05$, so the residual data is normally distributed because it is above the 0.05 significance level.

4.1.2. Heteroscedasticity test result

The heteroscedasticity test in this study was carried out using the Scatterplot chart. A good model is obtained if there is no certain pattern on the chart, such as converging in the middle, narrowing then widening or vice versa. The results of this test can be seen in the following Figure 2.

Based on the picture above, the distribution of the points above and below the number 0 (zero) on the Y axis and there is no clear pattern in the distribution of the data. This shows that the variables contained

Figure 1: Normality Test P - Plot

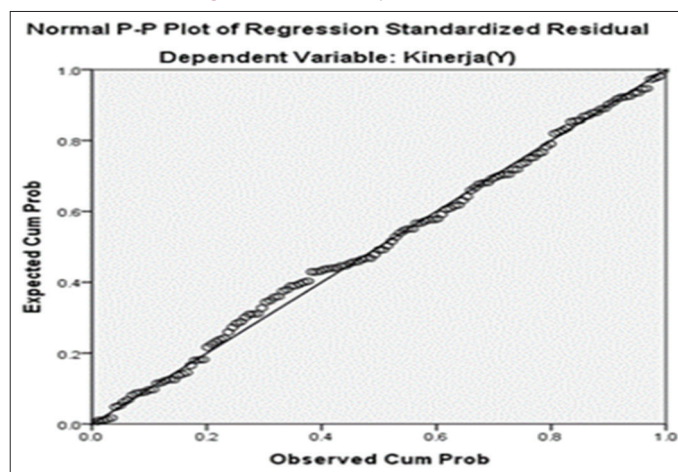
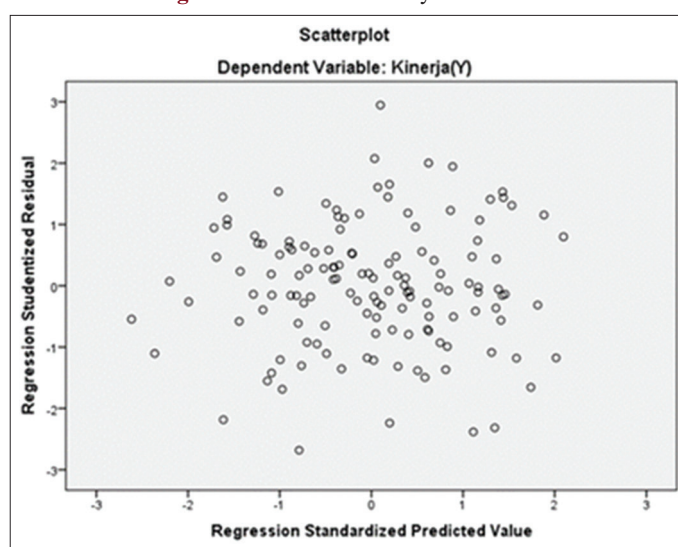


Figure 2: Heteroscedasticity Test Result



in this study do not experience heteroscedasticity problems.

4.1.3. Multicollinearity test result

In parametric statistics, the existence of strong correlations between independent variables is not allowed. It will be seen with the Variance Inflation Factor (VIF) coefficient and the Tolerance value. The results of this test can be seen in the following table (Table 4).

Based on the picture above, the calculation results of the Variance Inflation Factor (VIF) value show that there is no VIF value of the three independent variables, which has a value of < 10 , with a VIF value for each independent variable < 10 . Then the conclusion is that there is no symptoms multicollinearity in its independent variables.

4.2. Model Feasibility Test Results (F-test)

The F-test aims to determine the effect of the independent and dependent variables simultaneously with a significance of 0.05. Provisions for decision making based on the results of hypothesis testing with the F-test are as follows (Table 5).

1. If a significant value < 0.05 , then H_0 is rejected, and H_1 is

accepted, this means that all independent variables have a joint influence on the dependent or dependent variable

- If the significant value >0.05 , then H_0 is accepted, and H_1 is rejected, this means that all independent variables do not have a joint influence on the dependent or dependent variable.

Based on the F-test on the Anova table, a significant value of 0.000 is obtained, which is smaller than the value of 0.05 so that H_0 is rejected, it can be concluded that all independent variables simultaneously influence the dependent variable.

4.3. Multiple Linear Regression Test Result

Multiple linear regression analysis aims to determine the relationship between the dependent variable and the dependent variable. The following test results can be seen in the following Table 6.

Based on the table, it can be seen that the coefficients for the regression equation from this study, which can be arranged in a mathematical equation as follows:

$$Y = 2.734 + 0.213 X_1 + 0.405 X_2 + 0.261 X_3$$

Based on the table above, the regression coefficient shows the direction of change in the dependent variable, namely Employee Performance (Y) due to the influence of the independent variable work discipline (X1), organizational commitment (X2) and work motivation (X3). The regression equation can be interpreted as follows:

- The value of 2.743 shows the pure value of the employee performance variable without being influenced by independent variables
- The value of the work discipline variable (X1) is 0.213 which means it has a positive influence on employee performance (Y). It can be interpreted that if the value of Work Discipline increases by 1, it will cause an increase in the value of employee performance by 0.246
- The value of the organizational commitment variable (X2) is 0.405, meaning that it has a positive effect on employee performance (Y). It can be interpreted that if the value of work discipline increases by 1, it will cause an increase in the value of employee performance by 0.405
- The value of the work motivation variable (X3) is 0.261 which means it has a positive influence on employee performance (Y). It can be interpreted that if the value of work discipline increases by 1 it will cause an increase in the value of employee performance by 0.261.

4.4. Hypothesis Test Result

4.4.1. Partial significant result (t-test)

The t statistical test is useful for testing the effect of each independent variable partially on the dependent variable. To determine whether there is any influence of each independent variable partially on the dependent variable can be seen at the 0.05 level of significance. If the sig $t < 0.05$ then H_0 is rejected, whereas if the sig $t > 0.05$ then H_0 is accepted (Table 7).

Based on the table, it can be concluded that the partial hypothesis test with a significance level of 5% can be said that there is a significant influence all the variables X on Y.

4.4.2. Simultaneous significant result (F-test)

The F-test aims to determine the effect of the independent and dependent variables simultaneously with a significance of 0.05 (Table 8).

The F-test on the Anova table shows a significant value of 0.0000, which is smaller than the value of 0.05, so that H_0 is rejected, it can be concluded that all independent or free variables simultaneously influence the dependent or dependent variable.

4.4.3. Result of determination coefficient test (R2)

The coefficient of determination (R2) measures how far the model's ability to explain the dependent variables. The coefficient of determination is between 0 and 1 (Table 9).

The coefficient of determination test results in the table shows the magnitude of $R^2 = 0.723$. Thus, the magnitude of the

Table 1: Descriptive statistic, validity and reliability

Variables	Mean	SD	Validity	Reability/ Cronbach's alpha
Work dicipline	4.73	0.562	0.169	0.793
Organizational commitment	4.35	0.660	0.169	0.810
Work motivation	4.51	0.687	0.169	0.869
Employee performance	4.49	0.643	0.169	0.742

Table 2: Correlation between variables

Correlations	Disiplin	Komitmen	Motivasi	Kinerja
Disiplin				
Pearson correlation	1	0.703**	0.639**	0.707**
Sig. (2-tailed)		0.000	0.000	0.000
n	137	137	137	137
Komitmen				
Pearson correlation	0.703**	1	0.753**	0.806**
Sig. (2-tailed)	0.000		0.000	0.000
n	137	137	137	137
Motivasi				
Pearson correlation	0.639**	0.753**	1	0.772**
Sig. (2-tailed)	0.000	0.000		0.000
n	137	137	137	137
Kinerja				
Pearson correlation	0.707**	0.806**	0.772**	1
Sig. (2-tailed)	0.000	0.000	0.000	
n	137	137	137	137

**Correlation is significant at the 0.01 level (2-tailed)

Table 3: Kolmogorov smirnov normality test

One-sample kolmogorov-smirnov test	
	Unstandardized residual
N	137
Normal parameters ^{a,b}	
Mean	0.0000000
Std. deviation	2.92765296
Most extreme differences	
Absolute	0.049
Positive	0.026
Negative	-0.049
Test statistic	0.049
Asymp. Sig. (2-tailed)	0.200 ^{c,d}

a. Test distribution is normal. b. Calculated from data. c. Lilliefors significance correction. d. This is a lower bound of the true significance

Table 4: Multicollinearity test result

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.734	1.479		1.849	0.067		
	Disiplin (X1)	0.213	0.062	0.227	3.460	0.001	0.475	2.104
	Komitmen (X2)	0.405	0.078	0.397	5.176	0.000	0.346	2.886
	Motivasi (X3)	0.261	0.059	0.321	4.428	0.000	0.387	2.586

a. Dependent Variable: Kinerja (Y)

Table 5: F-test result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3134.246	3	1044.749	119.202	0.000 ^b
	Residual	1165.677	133	8.764		
	Total	4299.922	136			

a. Dependent Variable: Kinerja(Y) b. Predictors: (Constant), Motivasi(X3), disiplin(X1), Komitmen(X2)

Table 6: Multiple linear regression test result

Model		Coefficients ^a				t	Sig.
		Unstandardized coefficients		Standardized coefficients			
		B	Std. Error	Beta			
1	(Constant)	2.734	1.479		1.849	0.067	
	Disiplin (X1)	0.213	0.062	0.227	3.460	0.001	
	Komitmen (X2)	0.405	0.078	0.397	5.176	0.000	
	Motivasi (X3)	0.261	0.059	0.321	4.428	0.000	

a. Dependent Variable: Kinerja (Y)

Table 7: Partial significant result (t-test)

Model		Coefficients ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	2.734	1.479		1.849	0.067	
	disiplin(X1)	0.213	0.062	0.227	3.460	0.001	
	Komitmen(X2)	0.405	0.078	0.397	5.176	0.000	
	Motivasi(X3)	0.261	0.059	0.321	4.428	0.000	

a. Dependent variable: Kinerja (Y)

Table 8: Simultaneous significant result (F-test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3134.246	3	1044.749	119.202	0.000 ^b
	Residual	1165.677	133	8.764		
	Total	4299.922	136			

a. Dependent Variable: Kinerja(Y) b. Predictors: (Constant), Motivasi (X3), disiplin (X1), Komitmen (X2)

influence of the X variables on Y is 72.3%. The remaining (100-72.3% = 27.7%) is influenced by other factors not examined in this study.

Table 9: Determination coefficient test result (R2)

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.854 ^a	0.729	0.723	2.96049

a. Predictors: (Constant), Motivasi (X3), disiplin (X1), Komitmen (X2)

5. DISCUSSION AND CONCLUSION

Based on the results of the hypothesis test analysis, it can be concluded as follows.

1. The effect of work discipline on employee performance at the directorate general of construction development

Through the Work Discipline regression coefficient of 0.213, it means that if the value of work discipline increases by 1 it will cause an increase in the value of employee performance by 0.213. Value 0.213 indicates a positive influence. Through the t-test supports that there is a significant effect of work discipline on employee performance and has a positive and significant effect on employee performance improvement. This supports the hypothesis that Work Discipline has a positive effect on the performance of the employees of the Directorate General of Construction, Ministry of Public Works and Public Housing.

2. The effect of organizational commitment on employee performance at the directorate general of construction development

Through the regression coefficient of organizational commitment of 0.405, meaning that if the value of organizational commitment has increased by 1 it will cause an increase in the value of employee performance by 0.405. Value 0.405 indicates a positive influence. Through the t-test supports that there is a significant effect of the influence of organizational commitment on employee performance. Based on the above analysis, it can be concluded that there is a significant and positive influence of organizational commitment on employee performance.

3. Effect of work motivation on employee performance at the directorate general of construction development

Through the regression coefficient of work motivation of 0.261, meaning that if the value of work motivation has increased by 1, it will cause an increase in the value of employee performance by 0.261. Value 0.261 indicates a positive influence. Through the t-test supports that there is a significant effect of work motivation on employee performance.

4. Simultaneous influence of work discipline, organizational commitment, and work motivation on employee performance of the directorate general of construction development

Through the F-test that work discipline, organizational commitment, and work motivation together have a significant effect on employee performance. Based on the results of R Square of 0.729, it illustrates that the independent variables in this study, namely work discipline, organizational commitment, and work motivation can affect the dependent variable, namely employee performance by 72.9%. Meanwhile, 27.1% was explained by other variables outside the model.

This supports the hypothesis that there is a simultaneous effect of work discipline, organizational commitment, and work motivation on the performance of the employees of the Directorate General of Construction Development, Ministry of Public Works and Housing Republic of Indonesia.

The conclusions that can be drawn from this study are,

1. In testing work discipline variables, organizational commitment, and work motivation, the results show that the three variables have a positive and significant effect on improving employee performance so that they have an impact on improving employee performance as a whole
2. Based on the results of the research conducted, a phenomenon was found in which the work discipline variable showed very little effect on employee performance.

The greatest influence is exerted by organizational commitment. The results of this study indicate that the value of organizational commitment has a high effect on improving employee performance. Meanwhile, for work discipline and work motivation, although it has a positive effect on performance, the level of this influence is relatively smaller.

Based on the conclusions from the research results above, there are several points as input, including:

1. Although in the study there is very little effect on work discipline on performance, it remains a major factor that needs to be considered in improving performance through providing opportunities and strength to express oneself, improving communication between leaders and subordinates,

and providing regular and routine employee training. The existence of activities such as intimacy carried out outside office hours, reducing manual work, but working by utilizing technology, making workspaces comfortable, etc. can also be an alternative to improve employee discipline

2. Organizational commitment needs to be improved, efforts to increase employee organizational commitment can be in the form of increasing employee participation in decision making, developing a fair compensation system, formulating employ

6. LIMITATIONS AND FUTURE DIRECTIONS

The study has few limitations, which create an opportunity for other scholars to incorporate in future studies. Firstly, the limitation of time study. Second, because the Directorate General of Construction Development is an agency that has only been established for 3 years, so the data it has is very limited. Third, the respondents belonged to Jakarta, Indonesia, which reduce the generalizability of finding applications in other countries or cultures.

Future studies can also examine the effect of work discipline, organizational commitment and work motivation on various other influences such as job satisfaction, work productivity, employee turnover rates, and so on.

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