



The Influence of Organizational Commitment, Work Environment, Work Discipline, and Motivation on Employee Performance in Manufacturing and Assembly of Electronic Components

Rini Elfina¹, Sumardin², Rona Tanjung^{3*}

^{1,2}Faculty of Economics and Business, Universitas Ibnu Sina

³Faculty of Economics and Business, Universitas Riau Kepulauan

Corresponding Author: Rona Tanjung ronatanjung07@gmail.com

ARTICLE INFO

Keywords: Organizational Commitment, Work Discipline, Work Environment, Motivation

Received : 22, February

Revised : 21, March

Accepted: 30, April

©2024 Elfina, Sumardin, Tanjung:

This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This research aims to determine and analyse the influence of Organizational Commitment, Work Environment, Work Discipline and Motivation. This type of research is quantitative with a population of 76 respondents. Questions are given using a questionnaire with the Google Form technique. The data analysis methods used are Descriptive Test, Validity Test, Reliability Test, Classical Assumption Test, Multiple Analysis and Determination (R^2). The results of data analysis using multiple regression and hypotheses using the SPSS program and it can be seen that Organizational Commitment has a significant effect on employee performance, Work Environment does not have a significant effect on employee performance, Work Discipline has a significant effect on employee performance, Motivation has a significant effect on employee performance, and systematic testing Simultaneously shows that Organizational Commitment, Work Environment, Work Discipline and Motivation have a significant effect on Employee Performance

INTRODUCTION

The success of an agency is not always measured by how much income it earns, but there are other things that are more important, namely the Human Resources in the agency. The success of an organization or institution in achieving its goals cannot be separated from the human resources it has, because human resources will organize and manage other resources owned by the organization to help realize the organization's goals, because the success or failure of the organization in achieving its goals depends on human resources. In essence, the better the quality of a company's employees, the higher the company's competitiveness against other companies (Minggu, Lengkong, & Rumokoy, 2019).

The problem that occurs at PT SIIX Electronics Indonesia is the tendency of employees not to try as optimally as possible to achieve the targets set by the company. Strong organizational commitment within an individual will cause the individual to try hard to achieve organizational goals in accordance with planned leadership goals.

The problems encountered are that there are still several problems related to attendance at work, there are also problems related to work discipline, namely that sometimes there are still some employee behaviours that are contrary to management expectations, such as employees who leave during working hours and there are several employees who do not follow the rules. which has been made.

The following is the number of PT SIIX Electronics Indonesia workers for the 2022 period as well as a recap of late and absent workers in the Sub Assy Department:

Table 1. Number of Workers Data at PT SIIX Electronics Indonesia Department Sub Assy

<i>Supervisor</i>	<i>Senior Leader</i>	<i>Leader</i>	<i>Quality Control</i>	<i>Material Handle</i>	<i>Operator</i>	<i>Jumlah</i>
2	2	2	2	4	64	76

Source: Primary Data (2023)

The phenomenon that occurs in manufacturing companies is that employees who work have certain motivations. The main motivation is related to financial motivation. Employees work because of financial necessity. The work environment problems encountered included a lack of lighting in the room so that employees could not work quickly and precisely, the cleanliness of the work environment was not paid enough attention to which disturbed employees while working.

LITERATURE REVIEW

The company that is the object of research is PT SIIX Electronics Indonesia, namely in the Sub Assy department, totaling 76 employees. The company is engaged in the manufacture and assembly of electronic components and began operating commercially in 1994. The office and factory of PT SIIX Electronics Indonesia are located on Jl. Beringin Lot 9 - 10, Batamindo Industrial Area. Yellow Face, Batam, Riau Islands, Indonesia. The company operates as a subsidiary of SIIX Corporation, a company based in Japan.

METHODOLOGY

Research Types and Designs

In a research case, a researcher must use the right type of research. This is so that researchers can obtain a clear picture of the problems faced and the steps used to address these problems. The type of research in this writing uses quantitative research.

The quantitative method was chosen because the research data is in the form of numbers, which will be analysed using statistical data and aims to test hypotheses. This research was conducted at PT SIIX Electronics Indonesia Batam Department Sub Assy which is located in the Batamindo area Jalan Beringin Lot 10. According to Sugiyono (2017) the research design that researchers used in this research was descriptive analysis with a quantitative approach.

Descriptive analysis is statistics used to analyse data by describing the data that has been collected as is and does not intend to draw conclusions for the public. If this research is carried out on a population, descriptive statistics will be used in the analysis. If the research uses samples, then the analysis can use descriptive statistics.

Population and Sample

According to Sugiyono (2016), population is defined as a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were employees of PT SIIX Electronics Indonesia, Sub Assy department, totalling 76 employees. According to Sugiyono (2017) a sample is a part or element of the number and characteristics that only the population has. The research technique used in this research is the saturated sample technique or census. Where the determination technique is that all members of the population are sampled. This is done because the population is small. The sample in this study was employees of PT SIIX Electronics Indonesia, Sub Assy department, totalling 76 employees.

Research variable

The following are some of the variables used in the research:

1. Independent Variable (Free Variable X)

The independent variable is the variable that influences or is the cause of the change or emergence of the dependent (dependent) variable. So, in

this research the independent variables are Organizational Commitment (X1), Work Environment (X2), Work Discipline (X3), Motivation (X4).

2. Dependent Variable (Dependent Variable Y)

The dependent variable is a variable that is influenced or is a result of the existence of an independent variable in accordance with the problem to be studied, so the dependent variable is Employee Performance (Y).

3. Operational Definition

The operational definition is intended to provide a concrete understanding that is adapted to the objectives and direction of the research so that the variables in the research can be observed empirically. Variables need to be defined operationally to make it easier to find relationships between one variable and other variables and also make measurement easier. Data Types and Sources

Primary Data is a data source obtained directly from respondents. Primary data sources are obtained by distributing questionnaires (research questionnaires) to the objects to be studied. In this case the researcher will distribute questionnaires to employees and fill them out directly by the employees concerned. Secondary data used in this research was obtained from various sources, namely:

1. Journals are articles used as references for this research, obtained from published journals.
2. Other sources used in this research include books, the internet, and also a thesis.

RESULT AND DISCUSSION

General Description and Research Objects

This research was conducted on employees who work at one of the companies, namely PT SIIX Electronics Indonesia. To determine the influence of organizational commitment, work environment, work discipline and motivation on the performance of PT SIIX Electronics Indonesia employees, 76 employees were used as respondents. The general description and characteristics of the respondents are outlined in the table. The following is a description of the percentage of respondents including gender, age, highest level of education and length of work. The results of the characteristics of respondents processed from the results of distributing the questionnaire are as follows:

Table 2. Respondents by Gender

Gender	Total	Percentage
Man	22	28,9%
Perempuan	54	71,1%
Total Respondents	76	100%

Based on the age of the respondents, from 76 respondents, it was found that respondents aged 18-25 years were 46 people, 26-40 years, 28 people, 41-50 years, 2 people. It can be concluded that the majority are aged 18-25 years because the employees who work productively.

Table 3. Respondents by Age

Age	Total	Percentage
18-25	46	60,5%
26-40	28	36,8%
41-50	2	2,6%
Total Respondents	76	100%

Source: SPSS 23 Data Processing Results (2023)

Based on the latest education of the 76 respondents, it is known that 62 people or 81.6% were SMA/SMK graduates, 3 people or 3.9% were DIII graduates, 10 people or 13.2% were S1 graduates and 1 person or 1.3% Master's degree graduate. Thus, it can be concluded that the majority of respondents were high school/vocational school graduates.

Table 4. Respondents Based on Last Education

Last	Education	Total Percentage
SMA/SMK	62	81,6%
DIII	3	3,9%
S1	10	13,2%
S2	1	1,3%
Total Respondents	76	100%

Source: SPSS 23 Data Processing Results (2023)

Based on the length of work of the 76 respondents, it was found that 17 people or 22.4% had worked for less than 1 year, 45 people or 59.2% had worked 1 to 5 years and 14 people or 18.4% had worked more than 5 years. It can be concluded that the most respondents have worked for 1 to 5 years. This is because many respondents feel that their job suits them so they can stay longer at this company.

Table 5. Respondents Based on Length of Work

Length of Work	Total	Percentage
< 1 Year	17	22,40%
1 - 5 Year	45	59,20%
> 5 Year	14	18,40%
Total Respondents	76	100%

Source: SPSS 23 Data Processing Results (2023)

Validity Test

According to Imron (2019), the validity test is to see the extent to which a measuring instrument helps measure what is to be measured.

Reliability Test

According to Sugiyono (2017), reliability testing is the extent to which measurement results using the same object will produce the same data. Reliability can also mean an index that shows the extent to which a measuring instrument can show whether it can be trusted or not. This test is used to determine and measure the level of consistency of measuring instruments.

Classic Assumption Test

Normality Test

The normality test is used to test the independent variable data (X) and the dependent variable data (Y) in the resulting regression equation, whether it is normally distributed or not normally distributed. According to Ghozali (2015), the normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution. As is known, the t and f tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test will be invalid for small sample sizes.

Testing normal or close to normal data distribution will produce a regression model that is suitable for use in research. This research uses Kolmogorov Smirnov which uses normality test criteria by looking at the significant value (Sig). From the test results, the data will be normally

distributed if the Sig value is > 0.05 . The results of the normality test using the Kolmogorov Smirnov test can be seen in the table below.

that all independent variables have a tolerance value of > 0.10 or $VIF < 10$. The tolerance value of the organizational commitment variable is $0.679 > 0.10$ and the VIF value is $1.472 < 10$, the work environment variable has a tolerance value of $0.675 > 0.10$ and the VIF value is $1.482 < 10$, the work discipline variable tolerance value is $0.669 > 0.10$ and the VIF value is $1.495 < 10$ and the motivation variable tolerance value is $0.520 > 0.10$ and the VIF value is $1.903 < 10$. So, it can be concluded in the research This means that multicollinearity does not occur between independent variables, meaning the regression data results are good.

Multiple Linear Analysis Regression Test

Multiple regression analysis is used as a statistical analysis tool because this research is designed to examine variables that influence the independent variable on the dependent variable. The following multiple linear equation is obtained $Y = 5.72 + 681 X_1 - 0.14 X_2 + 301 X_3 + 302 X_4 + e$

T Test (Partial)

The hypothesis can be explained as follows:

1. Hypothesis 1: Organizational Commitment Variable (X_1) with a calculated t value of $5.092 > t$ table 1.993 and a significance level of 0.000 is smaller than 0.05, then H_0 is rejected and H_a is accepted, meaning that there is a significant influence between organizational commitment on performance
2. Hypothesis 2: Work discipline variable (X_2) with a calculated t value of $-0.193 < t$ table 1.993 and a significance level of 0.848 greater than 0.05, then H_0 is accepted and H_a is rejected. This means that there is an insignificant influence between the work environment and performance
3. Hypothesis 3: The work discipline variable (X_3) with a calculated t value of $3.726 > t$ table 1.993 and a significance level of 0.000 is smaller than 0.05, then H_0 is rejected and H_a is accepted. This means that there is a significant influence between work discipline and performance
4. Hypothesis 4: The motivation variable (X_4) with a calculated t value of $2.788 > t$ table 1.993 and a significance level of 0.007 is 0.05, so H_0 is rejected and H_a is accepted. This means that there is a significant influence between motivation and performance

F Test (Simultaneous)

The simultaneous hypothesis aims to measure the magnitude of the influence of the independent variables together on the dependent variable. The significant level in the F test is 0.05 (5%). The criteria used are if the significant value is > 0.05 then H_0 is accepted, whereas if the significant value is < 0.05 then H_0 is rejected. The following are the results of the simultaneous test F. Hypothesis 5: together the independent variables (Organizational Commitment, Work Environment, Work Discipline and Motivation) have a significant influence on the dependent variable (employee performance) which is explained by the calculated f value of $34.910 >$ from the f table of 2.50 with a significance level of 0.000 which is smaller than 0.05, the conclusion is that H_0 is rejected and H_a is accepted, namely that together the independent variables (X_1, X_2, X_3, X_4) have a significant effect on the dependent variable (Y).

Coefficient of Determination Test (R^2)

The adjusted R square value is 0.644. The results show that 64.4% while the difference is 35.6 (100% - 64.4%) is influenced by other variables not examined in this study. The discussion in this research will be explained through hypotheses from research based on data analysis that has been carried out previously. For more details, it can be explained as follows:

1. The Effect of Organizational Commitment on Employee Performance
The results of this research are the Organizational Commitment variable (X1) with a calculated t value $5.092 > t \text{ table } 1.993$ and the significance level of 0.000 is smaller than 0.05, then H_0 is rejected and H_a is accepted. This means that there is a significant influence between organizational commitment and employee performance. The results of this research are in line with research conducted by Putra S. W. (2015) showing that organizational commitment has a significant effect on employee performance.
2. Influence of the Work Environment on Employee Performance
The results of this research are that the Work Environment variable (X2) with a calculated t value of $-0.193 < t \text{ table } 1.993$ and a significance level of 0.848 is greater than 0.05, so H_0 is accepted and H_a is rejected. This means that there is no significant influence between the work environment on employee performance. The results of this research are not in line with research conducted by Minggu, Lengkong, & Rumokoy (2019) which shows that the work environment has a significant effect on employee performance.
3. The Effect of Work Discipline on Employee Performance
The results of this research are that the Work Discipline variable (X3) with a calculated t value of $3.726 > t \text{ table } 1.993$ and a significance level of 0.000 is smaller than 0.05, so H_0 is rejected and H_a is accepted. This means that there is a significant influence between work discipline and employee performance. The results of this research are in line with research conducted by Makkira & Munir (2016) which shows that work discipline has a positive and significant effect on employee performance.
4. The Effect of Motivation on Employee Performance
The results of this research are that the Motivation variable (X4) with a calculated t value of $2.788 > t \text{ table } 1.993$ and a significance level of 0.007 is smaller than 0.05, so H_0 is rejected and H_a is accepted. This means that there is a significant influence between motivation and employee performance. The results of this research are in line with research conducted by Harahap & Tirtayasa (2020) which shows that motivation has a positive and significant effect on performance.
5. Influence of Organizational Commitment, Work Environment, Work Discipline and Motivation on Employee Performance

The results of this research show that the variables Organizational Commitment, Work Environment, Work Discipline and Motivation together have an influence and are significant on the Employee Performance variable which is explained by the calculated f value of $34.910 > \text{from } f \text{ table } 2.50$ with a significance level of 0.000 smaller than 0.05, the conclusion is that H_0 is rejected and H_a is accepted, namely that together the independent variables (Organizational Commitment, Work Environment, Work Discipline and Motivation) have a significant effect on the dependent variable (Employee Performance). The results of this research are in line with research conducted by

Wildan (2016) which shows that organizational commitment, work motivation, work discipline together have a positive and significant effect on employee performance. Research by Harahap & Tirtayasa (2020) also shows that the variables of motivation, work discipline and job satisfaction have a positive and significant effect on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the conclusions explained above, suggestions that can be given in this research are:

1. For Further Research
 - a. Future research needs to examine more deeply how strong the influence of descriptions from respondents such as length of service and level of education are thought to make an important contribution to employee performance.
 - b. Future research can consider collecting data by combining other instruments such as more in-depth interviews with respondents to obtain clearer and maximum information about the influence of the variables in this study, which may not yet be clearly visible.
 - c. Future research needs to look at the influence of other variables not discussed in this research on employee job satisfaction, so that it can add to the repertoire of knowledge, especially those related to human resource management.

2. For the Company PT SIIX Electronics Indonesia

To achieve employee performance goals at PT SIIX Electronics Indonesia, the suggestions to be conveyed are as follows:

- a. It is hoped that the company PT SIIX Electronics Indonesia will review the rules that have been set by the company, because there are some employees who still find it difficult to follow these rules.
- b. The company PT SIIX Electronics Indonesia should take firm action against all employee actions that violate the rules set by the company.
- c. It is recommended that the company PT SIIX Electronics Indonesia further increase the organizational commitment within the company. Increasing organizational commitment will directly influence employee performance levels.

FURTHER RESEARCH

This research still has limitations, it is necessary to carry out further research on the topics of organizational commitment, work environment, work discipline, and motivation on employee performance in Manufacturing and Assembly of Electronic Components.

REFERENCES

- Aini, E. K. (2018). Pengaruh Learning Orientation dan Komitmen Organisasi Terhadap Kinerja Karyawan (Studi pada Karyawan Tetap Bank X Bumn Cabang Brawijaya).
- Akbar, S. (2018). Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan. *JIAGANIS*, 3(2), 1-17.
- Dea, G., Sundari, O., & Dongoran, J. (2020). Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT PLN (Persero) Unit Induk Distribusi Jawa Tengah dan D.I Yogyakarta Unit Pelaksana Pelayanan Pelanggan Salatiga. *International Journal of Social Science and Business*, 4(1).
- Dewanti, R. L., Tarigan, B., Rokhmat, & Wijayanti, L. E. (2021). Pengaruh Komitmen Organisasi, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *WNCEB*.
- Efendi, B. M., & Nababan, M. (2020). Analisis Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Toledo Tuktuk Samosir. *Jurnal Inovasi Penelitian*, 1(5), 959-966.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Semarang: Badan Penerbit Universitas Diponegoro.
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanam. *Jurnal Ilmiah Magister Manajemen*, 3(1), 120-135.
- Hasibuan, M. S. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Imron, I. (2019). Analisis Pengaruh Kualitas Produk Terhadap Kepuasan Konsumen Menggunakan Metode Kuantitatif Pada CV. Meubele Berkah Tangerang. *Indonesian Journal on Software Engineering (IJSE)*, 5(1), 19-28.
- Indah, D. Y., & Puspasari, R. D. (2021). Pengaruh Disiplin dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Azo Florist Cianjur. *Competition Jurnal Ilmiah Manajemen*, 12(3).

- Iptian, R., Zamroni, & Efendi, R. (2020). The Effect Of Work Discipline and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 145-152.
- Iskandar, D. (2021). Employee Performance Role: Communication And Work Discipline. *International Journal of Economic, Technology and Social Sciences (Injects)*, 2(1), 141-153.
- Makkira, G., & Munir, A. R. (2016). Pengaruh Disiplin Kerja, Komitmen Organisasi, dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Trans Retail Indonesia (Carrefour) Cabang Panakkukang Makassar. *Jurnal Mirai Management STIE Amkop Makassar*, 1(1), 211-227.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia*. Bandung: PT Remaja Rosdakarya.
- Minggu, M. M., Lengkong, V. K., & Rumokoy, F. S. (2019). Pengaruh Lingkungan Kerja, Disiplin Kerja, dan Komitmen Organisasi terhadap Kinerja Karyawan di PT Air Manado. *Jurnal EMBA*, 7(1).
- Priansa, D. J. (2014). *Perencanaan dan Pengembangan SDM*. Bandung: Alfa Beta.
- Putra, F. D. (2014). Pengaruh Kompensasi, Kompensasi, Pengembangan Karir dan Lingkungan Kerja Non Fisik terhadap Komitmen organisasial (Studi pada PT Windika Utama Semarang).
- Putra, S. W. (2015). Pengaruh Komitmen Organisasi, Budaya Organisasi, Gaya Kepemimpinan Dan Lingkungan Terhadap Kinerja Karyawan Pada Industri Kecil. *Jurnal Ekonomi MODERNISASI*, 11(1), 62.
- Ridwan. (2019). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kualitas Pelayanan Melalui Motivasi Kerja Aparatur Sipil Negara (ASN) Kelurahan Se-Kecamatan Bantaeng Di Kabupaten Bantaeng. *YUME: Journal of Management*, 2(2).
- Sedarmayanti. (2017). *Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Mandar Maju.
- Sinambela, L. P. (2018). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: Bumi Aksara.
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72-83.
- Sondang, S. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Sugiyono. (2017). *Metode Penelitian Bisnis*. Bandung: Alfabeta.

Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media.

Tribowo, A., & Zamora, R. (2016). Pengaruh Lingkungan Kerja, Disiplin Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Kantor Pelayanan Grapari Telkomsel Cabang Batam. *Jurnal EQUILIBRIA*, 3(2).

Wibowo. (2017). *Manajemen Kinerja*. Jakarta: Rajawali Pers.