

# THE INFLUENCE OF DISCIPLINE AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF EMPLOYEES OF PRESIDEN CIKARANG HIGH SCHOOL

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## ABSTRACT

Human resources play an important role in determining the success of an organization in achieving its goals. SMA Presiden is an educational institution that provides services in order to improve the quality of human resources. This role is closely related to producing generations with reliable quality human resources. This requires the organization to have good quality employee performance. This study aims to empirically examine the effect of discipline and organizational commitment on employee performance at President Cikarang Senior High School. The problems discussed in this study are: does discipline affect the performance of employees at SMA Presiden Cikarang; does organizational commitment affect employee performance at SMA Presiden Cikarang; and how discipline and organizational commitment simultaneously affect the performance of employees at SMA Presiden Cikarang. The independent variables used in this research are discipline and organizational commitment. The dependent variable used in this study is employee performance. Samples were taken using saturated sampling techniques. Data collection was carried out by distributing questionnaires to respondents directly as many as 56 questionnaires. The statistical method used in this study is multiple regression analysis with t-test. The results of the study show that discipline and organizational commitment partially have a positive effect on employee performance. The F test proves that all independent variables have a positive and significant effect, and simultaneously have an effect on the dependent variable. The R<sup>2</sup> test to determine the influence of all independent variables on the dependent variable in this study is 61.2%; while 32.8% is influenced by other factors. The results of this study prove that there is a positive influence on all hypothesized relationships. It is hoped that the findings from this study can be utilized in improving employee performance at President's High School or other similar organizations.

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## 1. INTRODUCTION

Human resources have an important role in determining the success of an organization, all the potential of human resources and their performance is very influential on the organization's efforts to achieve its goals. In various fields, especially organizational life, the human resource factor is the main problem in every activity in it. Likewise in formal educational institutions, namely in this case private high schools.

Private senior high schools are institutions that have service products in the role of improving the quality of human resources. This role is related to efforts to make the next generation of the nation who have quality human resources that can be relied upon. Especially in this case at the senior high school level which is often used as the final determination of student interest as a consideration for majoring in the next level of education, namely tertiary education. This requires human resources in educational institutions, not only teachers but also employees, so that they can work well to advance the institution while at the same time exemplifying good attitudes and behavior in order to improve the quality of service in the organizational environment. To achieve quality service, good employee performance is needed. quality too. Likewise, in this case, the President's High School, which will be taken by researchers as an object of research, also has a vision "Become a creative and disciplined human resource provider, capable of

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developing according to the demands of the times" and the Mission "Conducting high-level public education that is boarding, international standard and prioritizing morals who have national insight and love for the motherland." Certainly expect human resources/employees who can support the achievement of the goals of the President's High School as stated in the vision and mission by producing and improving good performance.

Employee performance is the most important thing that must be considered by every company organization, because employee performance influences the company's success in achieving its goals. Good employee performance affects the amount of profits and the survival of the organization, and conversely, employee performance that tends to decrease will also cause losses to the organization. Good and satisfying employee performance can produce good quality work for the organization, while poor performance can produce low quality work for the organization. According to Sutrisno (2016) performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality, and time used in carrying out the task.

In direct observations made by the author in the President's High School work environment, one of the things that can encourage the implementation of good performance is discipline. The word discipline is often spoken in the school environment, not only for students but for the workforce in it is also expected to have work discipline that can affect performance and performance within the educational organization. Discipline is one function of human alignment to become a better employee. The higher the achievement without good discipline, the harder it is for the organization to achieve optimal results. In Edy Sutrisno (Singodimejo, 2016: 86) argues that discipline is an attitude of willingness and willingness of a person to obey and obey the norms that apply around him. according to Malayu hasibuan (2016: 193), Discipline is "a person's awareness and willingness to obey all company regulations and applicable social norms". Besides that, according to Edy Sutrisno (2016: 89) discipline is "a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior, and actions that are in accordance with organizational regulations, both written and unwritten". According to Davis in Mangkunegara and Waris (2015: 1240), discipline is a management action to produce organizational standards or work discipline can be interpreted as the implementation of management guidelines to strengthen the organization. Disciplined employees will accelerate company goals, while a decrease in discipline becomes a barrier and slows down company achievement. Discipline in everyday life, wherever humans are, rules and regulations are needed that will regulate and limit their every activity and behavior. However, these regulations will be meaningless if they are not accompanied by sanctions for violators (Triwidodo 2018). The company organization must be able to foster a disciplined attitude in each of its employees in order to have a good impact on the company organization, because the existence of work discipline will ensure the maintenance of order and the smooth implementation of the work of the company organization, so that it has an optimal impact. Whereas for the employees themselves work discipline has an impact on a pleasant working atmosphere so that it will increase enthusiasm and increase commitment in carrying out their work.

In the SMA President organization, teachers and employees are educators and educational staff, in carrying out their duties it is necessary to implement policies with specific goals and have a strong commitment to the school where they work. According to Robbins and Judge in Zelvina (2015) "Organizational commitment is a situation in which an employee sided with a particular organization and its goals and desire to maintain membership in that organization". An individual who has a high commitment will likely see himself as a true member of the organization. Efforts to provide motivation are one way to realize employee work commitment to the company According to Nickels in Wardhani (2015) which explains the relationship between motivation and organizational commitment, that "unhappy workers (employees) are likely to leave the company and the company usually suffers losses" . This statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the company, so that employees have loyalty and commitment to the company where the employee works. So that commitment can also be formed along with the discipline possessed by an employee, when an employee is disciplined and enjoys his work then commitment will grow by the employee's motivation.

## 2. METHOD

The type of research used in this study is a quantitative method. This study uses a quantitative method that uses multiple linear regression methods to estimate whether there is an influence between the dependent and independent variables. Survey data collection method in the form of distributing

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questionnaires. The purpose of using the questionnaire is to dig deeper into the respondents' answers about variables. The analytical method used is validity test, reliability test, classical assumption test, multiple linear analysis and hypothesis testing. The population to be examined in this study is the total number of employees at the President's High School, totaling 56 people.

### 3. RESULT AND DISCUSSION

#### Validity Test Result

Tests in this study used a significance level of 5% with the test criteria if the value of  $r_{count} > r_{table}$ , it was concluded that the question items were valid. However, if the value of  $r_{count} < r_{table}$  then the item is said to be invalid. Based on the validity test of all instruments, the results of  $R_{count}$  on all variables have a value greater than  $r_{table}$ , namely 0.222 so it can be concluded that the results of the validity test can be said to be valid in this study and it can be said that respondents in filling out questionnaire statements revealed that all variables in the study proper to use.

#### Reliability Test Result

Reliability test is the extent to which measurement results using the same object will produce the same data. If the correlation is 0.7 or more, the item is said to provide a fairly high level of reliability, but conversely, if the correlation value is below 0.7, the item is said to be less reliable. The test results show that the Cronbach's Alpha value for all instruments is  $> 0.70$  for each of the statement items. So it can be concluded that the measuring instruments in the research instrument as a whole can be declared reliable to use. As well as the Cronbach alpha value on each instrument  $>$  from  $r_{count}$  0.222. Then it can be concluded that each item is a reliable statement to use.

#### Multiple Linear Regression Analysis Test Result

Multiple linear regression analysis is a linear relationship between two or more independent variables ( $X_1, X_2$ ) and the dependent variable ( $Y$ ). This analysis is to determine the direction of the relationship between the independent variables and the dependent variable whether it has a positive or negative effect. Multiple Linear Regression Equations in this study, the independent variables are Discipline ( $X_1$ ), and Organizational Commitment ( $X_2$ ), while the dependent variable is Employee Performance ( $Y$ ) so that the multiple regression equation estimates  $Y = a + b_1X_1 + b_2X_2$ .

Table 1. Multiple Linear Regression Analysis  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.035	3.375		3.566	.001
	Discipline	.406	.080	.513	5.055	.000
	Organizational Commitment	.333	.093	.364	3.587	.001

Based on the test results above, the equation model  $Y = 12.035 + 0.406X_1 + 0.333X_2$  is obtained. This means that the constant value ( $a$ ) is 12.035, so it can be concluded that the level of employee performance is 12.035 if discipline and organizational commitment are 0. The coefficient value ( $b_1$ ) on the discipline variable ( $X_1$ ) shows a value of 0.406. So it can be interpreted that any change in the disciplinary variable in one unit will change employee performance ( $Y$ ) by 0.406. Vice versa, if there is a decrease in the employee performance variable ( $Y$ ) in one unit it will reduce the value of discipline ( $X_1$ ) by 0.406 with other assumptions being the same. While the coefficient value ( $b_2$ ) on the organizational commitment variable ( $X_2$ ) shows a value of 0.333. So it can be interpreted that any change in the organizational commitment variable in one unit will change employee performance ( $Y$ ) by 0.333. Vice versa, if there is a decrease in the employee performance variable ( $Y$ ) in one unit it will reduce the value of organizational commitment ( $X_2$ ) by 0.333 with other assumptions being fixed.

#### Coefficient of Determination ( $R^2$ ) Test Result

In this study, the analysis of the coefficient of determination is used to determine how much the ability of the existing independent variables to explain the variation of the dependent variable shown

through the results of the SPSS program with R Square in the Summary Model, where the value of the coefficient of determination is between 0 and 1.

Table 2. Coefficient of Determination  
Model Summary

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.753 <sup>a</sup>	.567	.551	3.540

a. Predictors: (Constant), Price, Brand Image, Product Quality

Based on the table of test results for the coefficient of determination above, it shows an R Square value of 0.567. So it can be concluded that the influence of discipline variables (X1) and organizational commitment (X2) on employee performance variables (Y) is 56.7%, while the remaining 43.3% is influenced by other factors not included in this study.

### Hypothesis Test

According to Sugiyono (2018; 223) The t test is a temporary answer to the formulation of the problem, namely asking the relationship between two or more variables. The design of hypothesis testing is used to determine the correlation of the two variables studied. And in this study the test was carried out by the t test at the 95% confidence level with the provision that if  $t_{count} > t_{table}$  then there is an effect on variable X on variable Y, whereas if  $t_{count} < t_{table}$  then there is no effect on variable X on variable Y.

The first hypothesis test, it is known that the t value for the discipline variable (X1) is 5.055 or greater than t table 2.004 and the significance value is  $0.000 < 0.05$ , it can be concluded that there is an influence on the discipline variable (X1) on employee performance variables (Y). While testing the second hypothesis the t value for the Organizational Commitment variable (X2) is 3.587 or greater than t table 2.004 and the significance value is  $0.001 < 0.05$ , it can be concluded that there is an influence on the organizational commitment variable (X1) on employee performance variables (Y).

### DISCUSSION

Based on the results of calculations on the analysis of the test data for the Coefficient of Determination (R<sup>2</sup>) which was carried out to test how much influence the independent variables had on the dependent variable in this study, the figure was 56.7%, while the other 43.3% was influenced by other factors. The magnitude of the influence number proves that the importance of the independent variables in this study on employee performance. Some hypothesis testing results that the Discipline Variable partially affects Employee Performance (Y) with a significance value of 0.000 or less than 0.05. The calculated t value on the Discipline variable (X1) shows the number 5.055 or greater than the t table of 2.004. This proves the hypothesis that the Discipline variable (X1) affects Performance (Y) carried out by Jasman Saripuddin Hasibuan. In line with the results of Suhartono and Andreas Leosandy's research, the second hypothesis which states that Organizational Commitment has an effect on Employee Performance is proven by the t test which produces a significant variable of Organizational Commitment (X2) of 0.001 or less than 0.05 and is declared accepted. The calculated t value for the Organizational Commitment variable (X2) is 3.587 or greater than t table 2.004. Furthermore, through the F test, simultaneously the Discipline (X1) and Organizational Commitment (X2) variables proved to have a positive effect with a significance value of 0.00 or less than 0.05. Then the third hypothesis is accepted in accordance with the research that has been conducted by Arief Budi Santoso..

### 4. CONCLUSION

This research is a quantitative study that examines the relationship and influence between the independent variables, namely discipline and organizational commitment to the dependent variable, namely employee performance. The study was conducted on a sample of 56 employees at President Cikarang High School. After processing the data and based on the results of data analysis through proving the hypothesis and the issues raised regarding the factors that influence employee performance at SMA President Cikarang, this study produces conclusions based on the results of the test for the coefficient of determination (R<sup>2</sup>) obtained showing the dependent variable, namely performance employees can be influenced by independent variables consisting of discipline and organizational commitment. Partially discipline (X1) and organizational commitment (X2) each have a positive and significant effect on employee performance (Y) at President Cikarang High School. Researchers hope that this research can be used to advance the organization so that employee performance results can be further developed both in terms of

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discipline and existing organizational commitment, so that each employee can make a good contribution to the organization. Study. Furthermore, it is expected to develop research and examine in more depth regarding the variables that influence employee performance, for example, further researchers can develop factors from the disciplinary variable which in this study are the most dominant variables influencing employee performance. In addition, future researchers are expected to be able to develop research more broadly by taking research on new variables contained in 43.3% of other factors that are not included in this study.

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