


The Influence Of Organizational Commitment And Work Discipline On Employee Performance At PT. Arnov Energi

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Article Info	ABSTRACT
Keywords: Organizational Commitment, Work Discipline, Employee Performance	This study examines the influence of organizational commitment and work discipline on employee performance at PT. Arnov Energi. Using a descriptive quantitative method, data were collected through questionnaires, observations, and literature studies from 82 employees. The analysis was conducted using multiple linear regression with SPSS 22. The findings indicate that both organizational commitment and work discipline significantly affect employee performance, both partially and simultaneously. Employees with high commitment and discipline demonstrate better performance, contributing to increased productivity. The coefficient of determination (R^2) shows that 86% of employee performance is influenced by organizational commitment and work discipline, while 14% is affected by other factors. To improve performance, PT. Arnov Energi must enhance organizational commitment through engagement strategies and reinforce work discipline through stricter policies. Strengthening these aspects is essential to fostering a competitive and productive workforce.
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INTRODUCTION

Human resources are a crucial factor in an organization, whether it operates on a large or small scale. In large-scale organizations, human resources are considered a key element in business development. The role of human resources becomes increasingly important as organizations are established with specific objectives to achieve. Human resource management is a specialized field of management that studies the relationships and roles of individuals within an organization. It also regulates the workforce within an organization to ensure the achievement of organizational goals and employee job satisfaction. Effective human resource management can contribute to a company's performance by evaluating employees and providing appropriate rewards based on individual performance. To achieve corporate goals, it is essential to have responsible individuals with strong performance capabilities. Employee performance is closely related to the quality and quantity of work carried out within an organization.

Good performance is optimal performance—one that meets organizational standards and supports the achievement of corporate objectives. An organization consists of a group of people working together to achieve a common goal. The purpose of organizing is to guide individuals to collaborate effectively. Decisions taken in every organizational activity are determined by the people who are part of the company. The first factor identified as influencing employee performance is organizational commitment. Organizational commitment refers to the bond between an employee and the organization, manifested through employee loyalty and their support for all organizational activities to achieve its goals.

This commitment is crucial because it fosters a shared vision and mission between employees and the organization, thereby ensuring the organization's objectives are met. Many employees perceive work merely as a means to complete tasks and earn a salary, lacking the motivation to contribute to the organization's goals. The absence of organizational loyalty is also common, as employees tend to switch jobs for higher salaries, indicating a lack of pride in being part of their current organization.

The second factor identified as influencing employee performance is work discipline. Work discipline refers to an individual's awareness and willingness to comply with all applicable rules and norms. Awareness involves a voluntary attitude of adherence to rules and responsibility toward duties, ensuring that employees complete their tasks diligently, not out of coercion (Hasibuan, 2016). Hasibuan (2017) states, "Discipline is the sixth operative function (which includes planning, organizing, supervising, controlling, and staffing) of human resource management. Discipline is the most crucial function of human resource management because the better an employee's discipline, the higher their work performance. Without good employee discipline, it is difficult for an organization to achieve optimal results." Similarly, Edy Sutrisno (2016) asserts, "Discipline is an attitude of respect for company regulations and policies ingrained within employees, enabling them to comply with these regulations voluntarily."

Work discipline provides significant benefits, both for the organization and for employees. For organizations, work discipline helps maintain order and smooth execution of tasks, resulting in optimal performance. For employees, it creates a structured work environment that enhances motivation and work enthusiasm. Thus, employees can perform their tasks with full awareness, maximizing their energy and intellectual capacity to achieve organizational or corporate goals. An employee with a high level of discipline will perform well even without direct supervision. A disciplined employee will not misuse work hours for unrelated activities and will adhere to workplace regulations with a high degree of awareness. Ultimately, employees with strong work discipline will exhibit excellent performance, utilizing their time effectively to complete tasks according to predetermined targets.

PT. Arnov Energi, located in South Jakarta, is a private Indonesian company engaged in the trading of diesel fuel. The company faces intense competition as more businesses enter the same industry. To remain competitive, PT. Arnov Energi must enhance employee performance through organizational commitment and work discipline initiatives. By implementing strong work discipline, the company aims to improve overall employee performance, creating a competitive advantage over other firms in the same industry. Given

that PT. Arnov Energi operates in the production sector, performance is of utmost importance, as it directly impacts customer satisfaction.

Based on the measurement of organizational commitment at PT. Arnov Energi, it was found that employee commitment levels remain low. Out of 82 respondents, 45% of employees do not have a strong desire to remain part of the organization, 35% lack motivation to work hard in line with organizational goals, and 20% still doubt the company's values and objectives. This low commitment can hinder overall organizational performance, particularly in achieving the company's vision and mission.

In addition to organizational commitment, work discipline also remains a challenge at PT. Arnov Energi. Data indicates a high rate of tardiness, frequent employee absences, and instances where employees are not at their designated workstations during operational hours. Poor communication and a lack of responsibility among employees for their assigned tasks have resulted in unmet company targets. This highlights the need for better discipline enforcement to improve work productivity.

Employee attendance data for 2021 and 2022 shows fluctuating levels of tardiness and absenteeism each month. Despite the stable number of employees, unauthorized absences (alpha) and tardiness display inconsistent trends. With stricter discipline implementation, these figures are expected to decline, ensuring that employees become more accountable for their attendance and work schedules.

The employee performance measurement at PT. Arnov Energi reveals suboptimal results. Across various evaluated aspects—such as service orientation, compliance with regulations, assertiveness, integrity, teamwork, discipline, and work achievement—the average score reached only 53%, categorized as “moderate.” Some aspects, such as integrity and discipline, even fall into the “poor” category, indicating serious issues in employees' work standards.

Low organizational commitment, lack of work discipline, and subpar performance results pose major challenges for PT. Arnov Energi. The company needs to enhance employee commitment through strategies that foster loyalty and a sense of belonging to the organization. Additionally, stricter discipline enforcement, improved communication, and motivation initiatives must be implemented to boost employee performance and achieve organizational goals more effectively.

METHODS

This study employs a descriptive quantitative method, aiming to examine individual and group behavior within an organization through a quantitative approach. This method is based on the philosophy of positivism, with data collection conducted using structured instruments and statistical analysis applied to test the established hypotheses. The research was conducted at PT. Arnov Energi, located at Jl. Panglima Polim X No.21, Kebayoran Baru, South Jakarta. The research period lasted for six months, from September 2022 to February 2023, covering the stages of proposal preparation, data collection, analysis, and final report writing.

The study's variables consist of independent variables, namely organizational commitment and work discipline, and a dependent variable, namely employee performance.

Organizational commitment is measured through indicators such as employees' willingness, loyalty, pride, personal factors, and job characteristics. Work discipline is assessed based on leadership example, compensation, fairness, punitive sanctions, and assertiveness. Meanwhile, employee performance is measured using indicators such as quality, quantity, task execution, responsibility, and initiative.

The population in this study includes all employees of PT. Arnov Energi, totaling 82 individuals. The sampling technique used is the census method (saturated sampling), in which the entire population is included as the sample due to its relatively small size, allowing for a more comprehensive study. Data collection was carried out using three main methods: questionnaires, observations, and literature studies. Questionnaires were employed to gather respondents' perceptions regarding organizational commitment, work discipline, and employee performance. Direct observations were conducted to examine employee behavior patterns in the work environment. A literature study was used to support the research with relevant theories from various academic sources.

The collected data was analyzed using a quantitative approach with the aid of SPSS 22 software. The data processing steps included editing, coding, scoring, and tabulating to ensure accuracy and reliability before further analysis. The ordinal data obtained from the questionnaire was then transformed into interval data to meet the requirements for parametric analysis. Data quality tests were conducted through validity and reliability tests. The validity test ensures that the research instrument accurately measures the intended concept. Meanwhile, the reliability test uses the Cronbach Alpha method to confirm the consistency of respondents' answers to the questionnaire.

Additionally, the study applies classical assumption tests, including normality tests to ensure that the data is normally distributed, multicollinearity tests to prevent excessively high correlations between independent variables, and heteroscedasticity tests to ensure that the residual variance remains constant across variable ranges. Data analysis was conducted using multiple linear regression to determine the influence of independent variables on the dependent variable. Hypothesis testing was performed using the t-test to assess the partial effect of each variable and the F-test to evaluate the simultaneous impact of organizational commitment and work discipline on employee performance.

The analysis results were then interpreted based on the coefficient of determination (Adjusted R^2) to determine the extent to which the independent variables explain variations in the dependent variable. This approach provides a clearer picture of the extent to which organizational commitment and work discipline influence employee performance at PT. Arnov Energi.

RESULTS AND DISCUSSION

Profile

PT. Arnov Energi is an Indonesian private national company engaged in the trade of diesel fuel. Established on August 1, 2013, the company holds an official license from the Directorate General of Oil and Gas, Ministry of Energy and Mineral Resources of the Republic of Indonesia, under the General Fuel Trading Business License number 05.NW.03.18.00.139.

With this legal foundation, PT. Arnov Energi continues to expand its business to meet the needs of its business partners and customers.

As a growing company, PT. Arnov Energi is committed to providing excellent services and continuously innovating to enhance its competitiveness. The company implements various business strategies based on a strong vision and mission to ensure sustainable growth and operational efficiency. Innovation and quality service are the core values in every business decision and action.

The company's vision is to create a better quality of life for everyone by prioritizing harmony and product quality through dedication and excellent service. To achieve this vision, PT. Arnov Energi operates in the light metal industry, particularly in the production of sheet metal and other supporting materials. The company emphasizes unity of purpose, expertise, perseverance, and high motivation from all individuals within the organization to drive progress and development.

PT. Arnov Energi's organizational structure is designed to support effective and efficient operations. With a clear hierarchical system, the company ensures coordinated division of work and specialization in every job function. This structure helps the company achieve its business goals, ensures transparency in reporting, and facilitates collaboration across departments to optimize performance.

Respondent characteristics

The characteristics of respondents at PT. Arnov Energi are categorized based on gender, age, and educational background. In terms of gender distribution, the majority of respondents are male, totaling 62 individuals or 76% of the total 82 employees, while female respondents account for 20 individuals or 24%. This indicates that the workforce at PT. Arnov Energi is predominantly male.

In terms of age distribution, most employees are between 26 and 35 years old, totaling 49 individuals or 60%. Employees under 25 years old account for 22 individuals or 27%, while those aged 36-45 years make up 9 individuals or 11%. Meanwhile, employees aged 46-50 years constitute only 2 individuals or 2%, and there are no employees above 50 years old. This suggests that PT. Arnov Energi's workforce is primarily composed of young and middle-aged employees.

Regarding educational background, the majority of employees hold a high school (SLTA/SMK) diploma, accounting for 62 individuals or 76%. Employees with a bachelor's degree (S1) make up 18 individuals or 22%, while those with a master's degree (S2) total only 2 individuals or 2%. There are no employees with a doctoral degree (S3). This indicates that the company's workforce is largely composed of individuals with secondary education.

Overall, PT. Arnov Energi's workforce is predominantly male, mostly aged between 26 and 35 years old, and primarily educated at the high school level. These characteristics reflect the company's employment trends and provide insights into the composition of its human resources.

Validity and Reliability Test

Table 1. Validity Test of Organizational Commitment Variables

Item of Statement	Organizational Commitment		
	r count	r table	Info
1	0,871	0,300	Valid
2	0,802	0,300	Valid
3	0,837	0,300	Valid
4	0,775	0,300	Valid
5	0,841	0,300	Valid
6	0,712	0,300	Valid
7	0,898	0,300	Valid
8	0,850	0,300	Valid
9	0,853	0,300	Valid
10	0,882	0,300	Valid

Table 2. Validity Test of Work Dicipline Variables

Item of Statement	Work Dicipline		
	r count	r table	Info
1	0,876	0,300	Valid
2	0,856	0,300	Valid
3	0,882	0,300	Valid
4	0,915	0,300	Valid
5	0,898	0,300	Valid
6	0,898	0,300	Valid
7	0,903	0,300	Valid
8	0,896	0,300	Valid
9	0,917	0,300	Valid
10	0,887	0,300	Valid

Table 3. Validity Test of Employee Performance Variables

Item of Statement	Kinerja (Y)		
	r count	r table	Info
1	0,918	0,300	Valid
3	0,870	0,300	Valid
4	0,926	0,300	Valid
5	0,913	0,300	Valid
6	0,908	0,300	Valid
7	0,898	0,300	Valid
8	0,913	0,300	Valid
9	0,932	0,300	Valid
10	0,944	0,300	Valid

From the table above, it is shown that the Correlated Item-Total Correlation value for each statement item across all variables is greater than 0.300. Therefore, based on the validity test results, the employee performance variable can be concluded as valid.

Table 4. Reliability Test Results

Variabel	Cronbach Alpha	N of Items	Info
Organizational Commitment	0,820	10	Reliable
Work Dicipline	0,835	10	Reliable
Employee Performance	0,855	10	Reliable

From the output of the three variables, it is shown that the Cronbach's Alpha value for each variable instrument in the study is greater than 0.60. Therefore, it can be concluded that the instruments for Organizational Commitment, Work Discipline, and Employee Performance are reliable.

Classical Assumption Testing

Normality Test

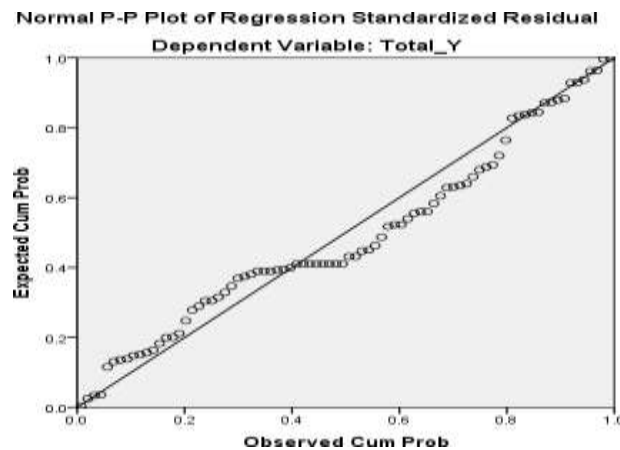


Figure 1. Normality Test

From the graph above, it can be observed that the points are spread around and follow the diagonal line, indicating that the residual values are normally distributed.

Multicollinearity Test

Table 5. Multicollinearity Test

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Work Dicipline	0,164	6,079
	Organizational Commitment	0,164	6,079

a. Dependent Variable: Employee Performance

From the output, it can be seen that the Tolerance values for both variables are greater than 0.10 and the VIF values are less than 10. Therefore, it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

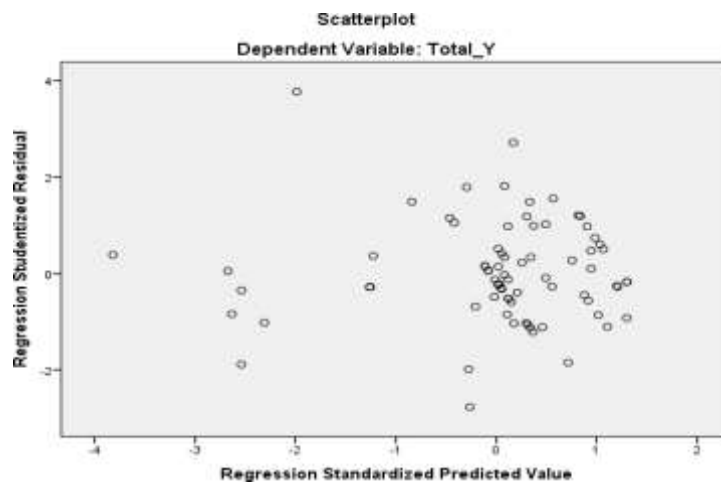


Figure 2. Heteroscedasticity Test

From the output, it can be observed that the points do not form a clear pattern and are spread above and below zero on the Y-axis. Therefore, it can be concluded that heteroscedasticity is not present in the regression model.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence or linear relationship between two or more independent variables and a single dependent variable.

Table 6. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,207	1,608		0,751	0,455
	Organizational Commitment	0,258	0,100	0,236	2,580	0,012
	Work Dicipline	0,727	0,092	0,723	7,886	0,000

a. Dependent Variable: Employee Performance

Based on Table 6, the multiple linear regression equation is as follows:

$$Y = 1.207 + 0.258X_1 + 0.727X_2$$

From this regression equation, the following conclusions can be drawn:

1. The constant value (a) is 1.207, which means that if both Organizational Commitment and Work Discipline are equal to zero, Employee Performance would have a value of 1.207.
2. The regression coefficient for the Organizational Commitment variable (b_1) is 0.258, indicating a positive relationship. This means that for every one-unit increase in Organizational Commitment, Employee Performance increases by 0.258 units, assuming other independent variables remain constant.

3. The regression coefficient for the Work Discipline variable (b_2) is 0.727, also indicating a positive relationship. This means that for every one-unit increase in Work Discipline, Employee Performance increases by 0.727 units, assuming other independent variables remain constant.

From the output above, the t-value for Organizational Commitment is 2.580 with a significance level of 0.012. Since the t-value (2.580) is greater than the t-table value (1.99) and the significance level (0.012) is less than 0.05, the null hypothesis (H_0) is rejected. This indicates that, partially, Organizational Commitment has a significant influence on Employee Performance.

Additionally, the t-value for Work Discipline is 7.886 with a significance level of 0.000. Since the t-value (7.886) exceeds the t-table value (1.99) and the significance level (0.000) is below 0.05, the null hypothesis (H_0) is also rejected. This means that, partially, Work Discipline has a significant impact on Employee Performance.

Table 7. Coefficient of Determination test results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,944 ^a	0,891	0,888	2,730	1,972

a. Predictors: (Constant), Organizational Commitment, Work Dicipline

b. Dependent Variable: Employee Performance

Based on the calculation of the coefficient of determination using SPSS, the obtained value is 0.888. This indicates that the contribution of Organizational Commitment and Work Discipline to Employee Performance is 86%, while the remaining 14% is influenced by other factors not examined in this study.

Table 8. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4805,459	2	2402,730	322,3520	0,000 ^p
Residual	588,845	79	7,454		
Total	5394,305	81			

Dependent Variable: Employee Performance

From the output, the F-value (F_x) is 322.352, while the F-table value at a significance level of 0.05 with degrees of freedom df_1 (number of variables - 1) = 2 and df_2 ($n - k - 1$) = 82 - 2 - 1 = 79 is 3.11 (see the statistical table in the appendix). Since the F-value (322.352) is greater than the F-table value (3.11) and the significance level (0.000) is less than 0.05, it can be concluded that Organizational Commitment and Work Discipline have a significant joint effect on Employee Performance.

Discussion

The findings of this study indicate that organizational commitment has a significant influence on employee performance. Employees with high commitment to the company tend

to be more motivated in performing their tasks, exhibit strong loyalty, and take pride in being part of the organization. When employees demonstrate strong commitment, they are more driven to work optimally, which ultimately has a positive impact on the company's productivity.

Organizational commitment reflects the extent to which employees feel emotionally and professionally attached to their workplace. This commitment can be shaped by various factors, such as organizational culture, clarity of the company's vision and mission, and fairness in the reward and promotion system. If a company fosters a work environment that encourages employee engagement, commitment levels will increase, leading to improved individual and team performance.

Additionally, work discipline has also been proven to have a significant impact on employee performance. Employees with high levels of discipline are more likely to carry out their duties responsibly, adhere to company regulations, and maintain punctuality in their work. Strong discipline contributes to a more effective and efficient work environment, ultimately enhancing the quality and quantity of the work produced.

Work discipline encompasses various aspects, including compliance with work procedures, effective time management, and professionalism in task execution. Employees with high discipline tend to be more consistent in completing their tasks according to established targets. Conversely, employees with low discipline may cause operational imbalances within the company, leading to a decline in overall productivity.

Furthermore, the study results show that organizational commitment and work discipline together have a significant impact on employee performance. In other words, the higher the level of organizational commitment and the better the work discipline, the higher the employee performance. Conversely, if both commitment and discipline are lacking, employee performance is likely to decline.

The combination of organizational commitment and work discipline creates a strong synergy in improving employee effectiveness. Employees who are highly committed but lack discipline may struggle to achieve optimal results. Similarly, employees who are disciplined but lack strong commitment to the company may experience decreased motivation, ultimately affecting their performance. Therefore, balancing these two factors is key to creating a productive work environment.

In practice, companies can enhance organizational commitment through various strategies, such as recognizing employee contributions, fostering an inclusive and comfortable work environment, and ensuring clear communication between management and employees. Additionally, implementing training and development programs can help employees understand the company's vision and mission, making them feel more involved in achieving organizational goals.

Meanwhile, improving work discipline can be achieved through clear and transparent policies, fair enforcement of penalties for rule violations, and rewards for employees who demonstrate high discipline. By implementing a consistent system of discipline, companies can cultivate a more orderly and professional work culture, ultimately boosting employee productivity.

From a managerial perspective, these findings suggest that companies must balance organizational commitment and work discipline when managing human resources. Management should develop strategies that enhance employee loyalty while maintaining high work discipline standards. By doing so, companies can create a work environment conducive to employee growth and overall productivity improvement.

Furthermore, the implications of this study indicate that companies should not only focus on technical and operational aspects when improving employee performance but also consider psychological and motivational factors. By fostering a healthy work culture, strengthening relationships between employees and management, and ensuring a fair system of rewards and penalties, companies can create an environment that continuously drives performance improvement.

Overall, this study confirms that organizational commitment and work discipline are two key factors influencing employee performance. Therefore, companies aiming to enhance their competitiveness must develop strategies that support both aspects simultaneously. By adopting a holistic approach to human resource management, companies can cultivate a workforce that is more productive, motivated, and loyal to the organization.

Thus, the stronger the organizational commitment within a company and the higher the work discipline, the better the employee performance. Conversely, if these two factors are neglected, employee performance may decline, both individually and collectively. Therefore, investing in strengthening organizational commitment and work discipline not only benefits employees individually but also contributes to the overall growth and sustainability of the company.

CONCLUSION

This study examines the influence of organizational commitment and work discipline on employee performance at PT. Arnov Energi. The analysis results indicate that both independent variables significantly affect employee performance, both individually and collectively. Employees with high levels of commitment tend to be more loyal, dedicated, and highly motivated, leading to increased productivity. On the other hand, strong work discipline ensures that employees follow regulations, take responsibility for their tasks, and work efficiently and punctually. The data reveal that the level of organizational commitment at PT. Arnov Energi remains relatively low, with a significant number of employees lacking a strong desire to stay with the company and having minimal motivation to achieve organizational goals. Additionally, discipline issues remain a challenge, as indicated by high rates of tardiness and absenteeism, as well as non-compliance with workplace rules. Multiple linear regression analysis confirms that both organizational commitment and work discipline have a positive relationship with employee performance. This means that improvements in one or both of these factors contribute to overall employee performance enhancement. The coefficient of determination test indicates that organizational commitment and work discipline collectively account for 86% of the variability in employee performance, while the remaining 14% is influenced by other factors not examined in this study. Therefore, PT. Arnov Energi needs to implement more effective strategies to enhance organizational commitment, such as fostering

a positive work culture, recognizing loyal employees, and increasing employee engagement in achieving the company's vision and mission. Additionally, a stricter, more transparent, and fair disciplinary system is required to improve adherence to workplace regulations. Through these efforts, employee performance is expected to improve, supporting the company's growth in a competitive industry.

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