

**INFLUENCE OF WORK DISCIPLINE ON PERSONNEL
PERFORMANCE THROUGH ORGANIZATION
COMMITMENT
(A study of KODAM Transportation Unit Personnel I /
Bukit Barisan)**

Abdul Rivai¹

This study aims to analyze the influence of work discipline on the performance of personnel either directly or indirectly through the commitment of the organization. The research was conducted at the Transportation Unit of Kodam I / Bukit Barisan. The sample technique used is a saturated sample involving 78 personnel. Data analysis using path analysis, SPSS 23.00 analysis tool. The results of this study indicate that the discipline of work can directly affect the performance of personnel and can also affect indirectly from the discipline of work to organizational commitment (as intervening variable) then to the performance of personnel. The higher the level of discipline of personnel work in performing their duties, it will be able to increase the organizational commitment of personnel and impact on personnel performance optimally.

Keywords: Work Discipline, Organizational Commitment, and Performance.

INTRODUCTION

At the present time the presence of highly performing personnel is needed to develop the organization. Performance of personnel can be seen both from quality and quantity. In terms of quality means the quality of personnel is good by using the measure level of accuracy, suitability and effectiveness while in terms of quantity means that the performance is measured based on the number of units generated or in terms of the amount of time required to complete the job.

Performance of personnel is influenced by various factors such as work discipline and organizational commitment. This is stated by Arsyad (2014) states that discipline has an effect on employee performance. This research was conducted on employees of motor vehicle manufacturing company in Makassar. In addition Troena, Setiawan and Solimun (2012) and Tobing, S (2009) stated that organizational commitment has an effect on employee performance in work.

In a discipline organization is a very important factor in order to realize its goals, because without the conditions of discipline either an organization can not achieve high effectiveness and efficiency. Discipline is a positive behavior that essentially in the form of attitudes, behavior and deeds in accordance with the rules that apply, both written and unwritten (Nitisemito, 2008).

* Lecturer of Krisdipayana University, Jakarta Indonesia

In terms of behavior, discipline depends on many factors, whether individual factors can come from personality, motives, attitudes, expectations, habits and so forth. Internal factors of the organization can be conditions and work environment, leadership, communication, reward system, sanctions and so forth. The environmental factors can be social environment, culture and family.

Thus can be understood the formation of discipline behavior is a complex and time-consuming process. Therefore efforts to improve disciplinary behavior should be carried out continuously and comprehensively in the sense of continuous cultivation and attention to all factors that influence it.

Organizational commitment is a form of employee's love for the workplace. George and Jones say that workers who are committed to the organization are happy to be members of the organization, believe in the organization and have good feelings about the organization, and are willing to defend the organization, and want to do something good for the organization (Allen and Mayer in Ciptodihardjo, 2014).

Organizational commitment is seen as a value orientation toward an organization that shows individuals highly thinking and prioritizing work and organization. Individuals will try to provide all the effort it has in order to help the organization achieve its goals. Fink also defines organizational commitment as an attitude that arises from a process called identification that occurs when a person has experience with something, someone, or some idea as a form of extension of himself (Abrivianto, Swasto and Utami, 2014).

Some research results reveal that organizational commitment has an effect on performance among others, ie research conducted by Septiani, M., Sunuharyo, B.S., and Prasetya, A (2016) stated significantly and positively performance influenced by organizational commitment. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work.

Research purposes.

Based on the background and problems, the objectives of this research are:

- 1) Analyzing the influence of work discipline on organizational commitment partially.
- 2) Analyzing the effect of work discipline on performance partially.
- 3) Analyzing the influence of organizational commitment to performance partially.
- 4) Analyzing the influence of work discipline and organizational commitment to performance simultaneously.
- 5) Analyzing the influence of work discipline through organizational commitment to performance.

LITERATURE REVIEW

Performance

According Sinambela (2012: 5) employee performance is defined as the ability of employees in doing certain skills. Performance of employees is necessary, because with this performance will be known seampirajauh ability employees in carrying out the tasks assigned to him. Therefore, it is necessary to determine the clear and measurable performance and set together as a reference. Furthermore Wibowo (2012: 81) views performance is a process of how the work takes place to achieve the work.

The above is in line with Cormick & Tiffin in Sutrisno (2011: 172) that suggests performance is the quantity, quality, and time used in performing the task. Quantity is the result that can be calculated to what extent a person can successfully achieve a predetermined goal. Quality is how a person performs his or her duties, namely the number of mistakes made, the discipline and the precision. Working time is about the number of absences performed, delays, and length of service within the year that has been undertaken.

As is known the goal of the organization can only be achieved, because the organization is supported by work units contained therein. There are several ways to improve performance. According to Irianto in Sutrisno (2010: 184) suggests four ways, namely 1) discrimination; 2) Hope; 3) Development; and 4) Communication.

According to Schuler and Jakson in Munandar (2000: 272) suggests there are 3 (three) indicators that can be assessed to measure performance that is based.

- 1) Criteria based on attributes that focus on the personal characteristics of an employee, such as loyalty, reliability, communication skills and lead skills;
- 2) Criteria based on behavior focused on how the work is done;
- 3) Criteria based on results focused on what has been achieved or produced.

Meanwhile, according to Mathis & Jackson (2009) as for measuring one's performance can be seen from the indicator 1) Quantity of work, ie the volume of work produced under normal conditions; 2) Quality of work, that can be neatness accuracy and linkage results with not ignore the volume of work; 3) Utilization of time, ie the use of working period in accordance with the policy of the company or government institution; 4) Cooperation, namely the ability to handle relationships with people.

Work Discipline

Discipline is the sixth operative function of Human Resource Management. Discipline is the most important operative function of Human Resource Management because the better the discipline of employees, the higher the achievement of the work it achieves (Fathoni, 2006: 172).

Further Fathoni (2006: 172) said discipline is one of the important operative functions because the higher the discipline of an employee the higher the performance. While Davis in Mangkunegera (2011: 129) suggests that “discipline is management action to enforce organization standards”, meaning work discipline can be interpreted as implementation of management to strengthen organizational guidelines.

Furthermore, Sedarmayanti (2011: 381) suggests the discipline of civil servants is a condition to make corrections or punish employees who violate the provisions or procedures established by the organization. Discipline is a form of control for the implementation of employment is always within the corridor of regulations and legislation in force.

Good discipline is the awareness and willingness of a person to comply with all company regulations and prevailing social norms (Hasibuan, 2011). Further Hasibuan (2011: 193) suggests good discipline that is: 1) Discipline is the awareness and willingness of a person to comply with all corporate rules and social norms that apply; 2) Awareness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. Thus, he will obey / do all his duties well, not by coercion; 3) Willingness is an attitude, behavior, and actions of a person in accordance with company regulations, whether written or not.

According to Singodimedjo in Sutrisno (2011: 94-98), the factors that can affect the discipline of employees are as follows: 1) The size of the compensation; 2) The presence or absence of exemplary leadership in the organization; 3) The presence or absence of certain rules that can be used as a handle; 4) Courage leaders in taking action; 5) The presence or absence of supervision of the leadership; 5) There is a lack of attention to employees; 6) Created habits that support the upholding of discipline;

Demands Hasibuan (2011: 213) As for indicators used to measure the discipline of work that is 1) Employment Objectives and Ability of Employees; 2) Attendance list; 3) Leader's example; 4) Remuneration; 5) Justice; 6) Inherent supervision 7) Legal sanctions; and 8) Humanitarian relations.

Organizational Commitment

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization shown by the acceptance of individual values and goals of the organization and have a desire to affiliate with the organization and willingness to work hard for the organization so that makes individuals feel at home and still want to stay in the organization achieving organizational goals and sustainability.

Organizational commitment is a form of attitude (Luthans, 2002: 235). And attitude can be broken down into 3 basic components: emotional, informational and behavioral (Luthans, 2002: 224). In organization, attitudes are important

because of their behavioral component (Robbins, 2007: 69). Further Robbins (2007: 69) suggests Attitudes is Evaluative statements or judgment concerning objects, people or events. And divided into 3 components, namely: cognitive, affective and behavioral (cognitive, affective and behavioral).

Attitude in the organization is considered important because it affects behavior. And organizational commitment as part of attitudes affects many important behaviors for the organization to function effectively. The importance of employee commitment is reinforced by a series of studies showing a strong relationship between organizational commitment and work performance (Luthans, 2002: 237).

Organizational commitment is one's commitment to the organization in which it works. A person's commitment to the organization is one of the guarantees to keep the organization alive. In his research Porter and Steers in Luthans (2002: 125) showed that high commitment influences the high level of performance. In addition, someone who has a high level of commitment to his organization tends to survive as a member in a relatively long time.

The view of organizational commitment, according to Porter in Greenberg and Baron (1997: 191) is the result and three factors are: 1) acceptance of the organization goals and values; 2) willingness to help 'he organization achieve its goals; and 3) the desire to remain within the organization. In line with that opinion, Sacker in Benkhoff (1997: 115) states that commitment can generally be characterized by at least three factors: a) a willingness to exert considerable effort on behalf of the organization; c) a definite desire to maintain organizational membership.

Characteristic of organizational commitment according to Allen and Meyer in Grenberg and Baron (1997: 191) states that organizational commitment consists of three components: 1) continuance commitment; 2) affective commitment; and 3) normative commitment.

It is intended that continuance commitment refers to the tendency of a person to remain in an organization because of the inability to pursue other types of work. And affective commitment refers to the strength of a person's desire to continue working in an organization due to its suitability and desire, while normative commitment refers to a person's 'obligatory' feelings to remain in an organization due to pressure or attraction.

Conceptual Framework

Employee performance is included in the middle-range theory group. The middle-range theory group is tangent to the grand theory. Grand theory of performance is management in the field of management or human resource management. While the factors that affect the performance can be classified as an applied range theory. In this discussion the factors that are indicated to affect performance are work discipline and organizational commitment.

Work discipline (X) and organizational commitment (Y) are predicted to affect the performance of personnel (Z). Organizational commitment variable is indicated as intervening variable. This means that the independent variables are indicated to affect the performance of personnel through organizational commitment variables. The analysis needed to examine it is path analysis.

Based on the research objectives and literature review described, the conceptual framework of the study refers to relevant relevant theories and research. As a comprehensive overview of the interrelationships between variables used in the research model, the following is presented in the conceptual framework of the study. Where the framework of the study can be described in (figure 1) as follows:

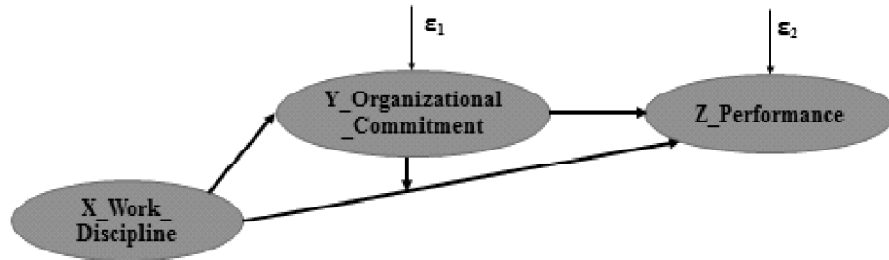


Figure 1: Conceptual Framework

Research Hypothesis

Based on the research objectives, the hypothesis of this study is:

- 1) Work discipline affects organizational commitment.
- 2) Work discipline affect the performance.
- 3) Organizational commitment affects performance.
- 4) Work discipline and organizational commitment simultaneously affect the performance.
- 5) Discipline of work through organizational commitment affect the performance.

METHODS

The unit of analysis of this research is the personnel of Transportation Unit Kodam I / Bukit Barisan. Where the total number of personnel is as many as 78 people. The number of personnel involved is entirely in this research. So the sampling is using saturated sample method.

Before the research is done in advance the researchers conducted a test of the research instrument (questionnaire) through the validity test and reliability test. And perform the classical assumption test through normality test, multicollinearity test, and heteroscedasticity test.

Research approach used in this research is quantitative approach by using path analysis (Path Analysis). This analysis is one option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. Path analysis is one of the analytical tools developed by (Dillon and Goldstein in Ali, Hapzi, and Limakrisna, N, 2013). Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables.

After analyzed then continued with test of determination analysis (R Square), partial hypothesis testing (t test) 5 percent error tolerance, and testing of hypothesis of mediation by Sobel test (Sobel test).

RESULT AND DISCUSSION

Result

In general the choice of respondents to the questionnaires distributed to the personnel of Transportation Unit Kodam I / Bukit Barisan responded agree and strongly agree on the items of the questionnaire. This shows that the discipline of work, organizational commitment and personnel performance has been running in accordance with the perception of respondents. In detail the description of the responses of respondents to research variables will be described as follows.

- 1) From the results of surveys conducted for variable discipline work is known that personnel have good work discipline in performing their duties. It is known that the personnel understands the purpose and has the ability to achieve the goal; employees are always present in carrying out daily tasks; leaders provide good examples to personnel or subordinates; organizations provide reasonable remuneration to personnel working in the organization; organizations provide justice to personnel working in the organization; organizations organize supervision inherent in personnel in the work; the organization provides legal sanction to the offending employee; and humanitarian relations in the workplace is very good.
- 2) From the results of the survey conducted for organizational commitment variable known that personnel have a high commitment to the organization. It is known that personnel have a strong attitude of trust towards the organization of the workplace; personnel have an attitude of trust in the organization more than any other institution of developing information; personnel have a strong desire to maintain relationships with the organization; the counselor has the belief that developing an organization is important; personel is ready to strive for the organization; personnel are ready to provide a lot of time for the organization; and personnel are ready to sacrifice for the benefit of the organization;

- 3) From the results of a survey conducted for personnel performance variables note that personnel have high performance. This can be known through the number of completed work personnel can meet the requirements; the number of jobs that personnel can complete on time; personnel can complete work with good quality; personnel can complete work with continuously developing qualities; personnel can make good use of time; personnel can appreciate time well; personnel may cooperate with other employees in completing the work; personnel appreciate the work of co-workers; as well as personnel can cooperate well in completing the work.

Classic Assumption Test Results

A good equation model and can be passed on to the next analysis is that it meets the requirements of classical assumptions, including all normal distributed data, no correlation between independent variables and the model must be free from heteroscedasticity.

From the result of the test conducted by using SPSS 23.0 as a tool in this research, it is found that the data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig. 2-tailed) greater than 0.05, that is (0,474 > 0,05) so it can be concluded that the data in this study is normally distributed.

Then from the results of multicollinearity test known that the results of Tolerance value calculation shows no independent variable has Tolerance value less than 0.10, which means there is no correlation between independent variables. In addition, the calculation of Variance Inflation Factor (VIF) value also shows the same thing there is no independent variable that has VIF value more than 10. So it can be concluded that there is no multicollinearity among independent variables in the model.

Furthermore, from the heteroscedasticity test results known scatterplots seen that the points spread randomly and there are both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity on the model, so the model deserves to be used to predict the use of accommodation services based on variable input independent.

Based on the test it has been proven that the model proposed in this research has met the requirements of classical assumption so that the model in this research has been considered good.

Path Analysis

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer goal 1 with the first sub-structure, and to answer objectives 2, 3 and 4 using the second sub-structure. While to answer the purpose of 5 values taken is the output value of the first and second

sub-structure to see the direct and indirect effects. The following is the SPSS output of the two structures summarized in the following table.

TABLE 1: SPSS OUTPUT TWO SUB STRUCTURES.

Model	Standardized Coefficients	t	Sig.
	Beta		
X – Y	0.425	4.093	0.000
X – Z	0.298	2.653	0.010
Y – Z	0.266	2.368	0.020

Source: Output SPSS under 23.00.

The above output results are inserted into the picture of structural equations as follows:

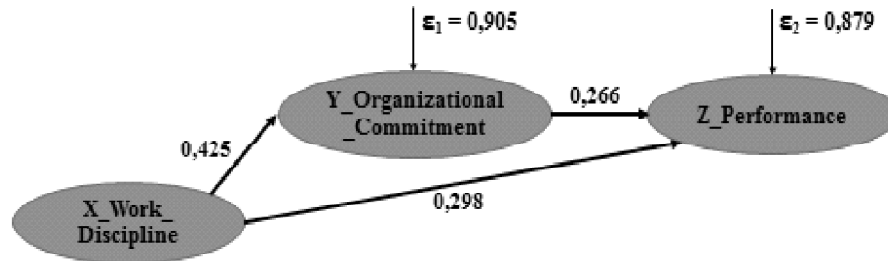


Figure 2: Path Analysis Results

Results of Determination Analysis (R²)

To see the total effect of work discipline (X) and commitment of organization (Y) to performance (Z) can be seen from coefficient determination value R² as seen in Table 3 below:

TABLE 2: MODEL SUMMARY
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.476 ^a	.226	.206	4.8170

(a) Predictors: (Constant), Y_Organizational_Commitment, X_Work_Discipline

Source: Output SPSS under 23.00

In Table 2 above based on data processing using SPSS 23.00 in obtaining R Square value of 0.226 which shows the role or contribution of work discipline and organizational commitment able to explain the performance of personnel by 22.6 percent and the remaining 77.4 percent influenced by other factors that not revealed in this model. Where other factors can affect performance can be work motivation and job satisfaction (Masydzulhak., Ali, Hapzi., And Leni, 2016).

Partial Effect Test Result (t test)

Hypothesis testing aims to explain the characteristics of specific relationships or differences between groups or the independence of two or more factors in a situation, (Ali, Hapzi., and Limakrisna, N., 2013). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer the hypotheses of one, two and three of these studies.

1) The Effect of Work Discipline on Organizational Commitment

From Table 2 above, it can be concluded that the work discipline has a positive and significant effect on the organizational commitment of 4,093, with a significance value of 0.000, since the significance level is more < 0.05 ($0.000 < 0.05$). organizational commitment. Thus the first hypothesis is proved and accepted.

2) The Effect of Work Discipline on Performance

From Table 2 above, it can be concluded that the work discipline has a positive and significant effect on the performance of personnel. The value of the work discipline (X) is 2,653, with the significance value of 0,010, because the level of significance is more < 0.05 ($0.010 < 0.05$). Thus the second hypothesis is proved and accepted.

3) The Influence of Organizational Commitment to Performance

From Table 2 above, it can be concluded that organizational commitment has a positive and significant effect on performance with the significant value of organizational commitment (Y) of 2.368, with a significance value of 0.020, because the significance level is more < 0.05 ($0.020 < 0.05$). Thus the third hypothesis is proved and accepted.

Simultaneous Effect Test Result (F Test)

In testing this hypothesis used Test F (simultaneous). F test is basically used to test the significant influence of some independent variables to dependent variable. In this case F Test is used to test the significant influence of work discipline and commitment of organization together to performance. The following is an output of SPSS 23.0 for the F test (Simultaneous).

TABLE 3: F TEST RESULTS SIMULTANEOUSLY
ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	509.254	2	254.627	10.974	.000 ^b
	Residual	1740.233	75	23.203		
	Total	2249.487	77			

(a) Dependent Variable: Z_Performance

(b) Predictors: (Constant), Y_Organizational_Commitment, X_Work_Discipline

4) The Effect of Work Discipline and Organizational Commitment Simultaneously On Personnel Performance.

From Anova or F test using SPSS 23.0 obtained F count of 10,974 with probability p-value equal to 0.000, because the level of significance level is much more <0.05 (0.000 <0.05) Therefore H_0 is rejected and H_1 accepted, so it can be concluded that the hypothesis zero (H_0) is rejected and alternative hypothesis (H_1) is accepted that means it proves work discipline and organizational commitment together significantly influence the performance of personnel.

5) The Influence of Work Discipline Through Organizational Commitment To Personnel Performance.

To determine whether the organizational commitment variable is able to mediate the variables of work discipline on the performance of personnel as for the following steps.

The direct influence of work discipline on the performance of personnel.

$$= P_{zx} (p_1) \\ = 0,298$$

Indirect influence of work discipline on personnel performance

$$= P_{yx} (p_2) \times P_{zy} (p_3) \\ = 0,425 \times 0,266 \\ = 0,11305$$

Total influence (work discipline on personnel performance)

$$= p_1 + (p_2 \times p_3) \\ = 0,298 + 0,11305 \\ = 0,41105.$$

The result of path analysis shows that the discipline of work can directly affect the performance of personnel and can also have an indirect effect that is from the work discipline to the commitment of the organization (as intervening variable) then to the performance of personnel. To know the effect of mediation indicated by the multiplication coefficient ($p_2 \times p_3$) of 0.11305 significant or not, tested with Sobel test as follows:

Calculate the standard error of indirect effect coefficient (Sp_{2p3})

$$Sp_{2p3} = \sqrt{p_3^2 Sp_2^2 + p_2^2 Sp_3^2 + Sp_2^2 Sp_3^2}$$

$$Sp_{2p3} = \sqrt{(0,266)^2 (0,099)^2 + (0,425)^2 (0,153)^2 + (0,099)^2 (0,153)^2}$$

$$Sp_{2p3} = \sqrt{(0,070756 \cdot 0,009801) + (0,180625 \cdot 0,023409) + (0,009801 \cdot 0,023409)}$$

$$Sp_{2p3} = \sqrt{0,000693479556 + 0,004228250625 + 0,000229431609}$$

$$Sp_{2p3} = \sqrt{0,00315116179} = 0,056$$

Based on this $Sp2p3$ result we can calculate the value of t statistic influence of mediation with the following formula:

$$t = \frac{p2p3}{Sp2p3} = \frac{0,11305}{0,056} = 2,019$$

Because the value of t arithmetic = 1.766 greater than the value of t table with a significant level of 0.05 is 2.019, it can be concluded that the coefficient of mediation 0.11305 significant meaning there is influence mediation. This means that the organization's commitment to mediate the discipline of work in an effort to improve the performance of personnel.

From the hypothesis testing that has been done above, it is known that all hypothesis proposed can be accepted, meaning work discipline can have direct effect to the performance of personnel, and can also indirectly influence through organizational commitment as intervening variable. In detail based on the proposed hypothesis will be discussed one by one as follows.

- 1) From the hypothesis testing conducted it is known that the work discipline has an influence on the commitment of the organization. The results of this study show similar results with research conducted by Hasan, L (2012), Liana, Y., and Irawati, R (2014), and Nurlaely, M., and Riani, A.L. (2016). Where the results of his research showed that the discipline of work has a positive and significant impact on organizational commitment. High work discipline in employees will impact on the commitment of employees in the organization. With the discipline culture owned by employees, meaning they can work well and always try to comply with all the rules that have been agreed. For the company to improve employee discipline, many steps must be taken, for example by improving conditions and situations related to the work so that this will impact on the commitment of employees Liana, Y., and Irawati, R (2014).
- 2) From the hypothesis testing conducted known work discipline affect the performance of personnel. The results of this study show the same results with the research conducted by Prihantoro (2012), which states that the Discipline (the use of time effectively, Adherence to the rules that have been established, and come and go home on time) affect the performance of human resources means more good discipline will improve the performance of human resources. In addition Septiani, M., Sunuharyo, BS, and Prasetya, A (2016), Susanty, A., and Baskoro, SW (2012), and Farid, HT, Hamid, D., and Nurtjahjono, GE (2016) also suggests if the discipline of work has a positive and significant effect on employee performance.
- 3) From the hypothesis testing performed known organizational commitment affect the performance of personnel. The results of this study are in line

with the results of research conducted by Septiani, M., Sunuharyo, B.S., and Prasetya, A (2016) stated significantly and positively the performance is influenced by organizational commitment. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work. Organizational commitment is essentially viewed as a value orientation towards an organization that shows individuals highly thinking and prioritizing work and organization. Individuals will try to provide all the effort it has in order to help the organization achieve its goals. Highly committed employees are those who feel connected to the organizations they work for and engage actively in the work that is their area of responsibility. In other words, highly committed employees are those who recognize and love their organizations and are actively involved in fulfilling the task by delivering maximum results in achieving organizational goals.

- 4) From the hypothesis testing conducted known work discipline and organizational commitment simultaneously have an influence on the performance of Perpersonel. The results of this study are in accordance with the research of Liana, Y., and Irawati, R (2014), there is influence of work discipline and organizational commitment of organization together to performance. This is also supported by previous research by Septiani, M., Sunuharyo, BS, and Prasetya, A (2016), Susanty, A., and Baskoro, SW (2012), and Farid, HT, Hamid, D., and Nurtjahjono, GE (2016) which states that work discipline and organizational commitment simultaneously affect performance.
- 5) From the hypothesis testing conducted known organizational commitment capable of mediating the discipline of work on the performance of personnel. This means that the discipline of work can directly affect the performance of personnel, and can also indirectly influence through organizational commitment as a variable intervening. The results of this study show the same results with the research conducted by Liana, Y., and Irawati, R (2014), where the results of his research show discipline keja able to mediate the discipline of work against the performance. The importance of the discipline of work, because the discipline is a major factor in order to realize its goals, because without the conditions of discipline either an organization can not achieve high effectiveness and efficiency. Discipline is a positive behavior that essentially in the form of attitudes, behavior and deeds in accordance with the rules that apply, both written and unwritten (Nitisemito, 2008).

CONSLUSSION AND SUGGESTION

Conclusion

Based on the results and discussion then the conclusions of this study are:

- 1) Work discipline has a positive and significant influence on partial organizational commitment. Work discipline consisting of dimensions: Employment Objectives and Ability of Employees, Attendance List, Leadership Example, Reply Services, Justice, Inherent Control, Legal Sanctions, and Humanitarian Relations. The higher the level of work discipline of personnel in carrying out their duties, it will have an impact on employee commitment.
- 2) Work discipline has a positive and significant effect on the performance of personnel partially. Work discipline consisting of dimensions: Employment Objectives and Ability of Employees, Attendance List, Leadership Example, Reply Services, Justice, Inherent Control, Legal Sanctions, and Humanitarian Relations. The better the discipline of personnel, it will improve the performance of human resources.
- 3) Organizational commitment has a positive and significant effect on the performance of personnel partially. Organizational commitment consisting of dimensions: affective commitment, continuance commitment and normative commitment. Highly committed employees are those who recognize and love their organizations and are actively involved in fulfilling the task by delivering maximum results in achieving organizational goals.
- 4) Work discipline and organizational commitment have a positive and significant effect on the performance of personnel simultaneously. The higher the level of personnel discipline in carrying out the main tasks and functions, and supported by high organizational commitment, it will increasingly affect the performance of personnel.
- 5) The result of path analysis shows that the discipline of work can directly affect the performance of personnel and can also have an indirect effect that is from work discipline to organizational commitment (as intervening variable) then to the performance of personnel. This shows that if personnel have high work discipline then it will have an impact on employee commitment, and further commitment of high personnel organization will be able to give maximum result of work.

Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- 1) Organizations must be able to change the culture of discipline within and outside the organization environment, from the boss to the subordinate. If the discipline within the organization has been running well, it can improve the discipline of personnel work. Organizations can increase incentives / rewards in the form of money or position to the achieving personnel in accordance with the performance of the personnel concerned.
- 2) The ability to become an organizational member to the end is an organizational commitment, therefore, in order to spur personnel on the organization in enhancing organizational commitment, suggest that the organization can provide opportunities for personnel to develop. In addition, it can also be endeavored for the organization to be more able to communicate and socialize the vision, mission, policy, strategy, rules, and organizational values on the personnel through coaching, guidance and personnel involvement in policy formulation. Thus, it is expected that personnel increasingly feel have the ability to become an organization member until the end of his career.
- 3) Further review is required by using or adding other indicators and may also use different concepts. The other factors that affect the performance of personnel in addition to the variables raised in this study, among others, such as: work motivation, job satisfaction, competence, and organizational culture

References

- Abrivianto, P.O., Swasto, B., dan Utami, H.N. (2014). "The Influence of Work Motivation and Organizational Commitment to Employee Performance (Study on Employee Part of HRD PT Arthawena Sakti Gemilang Malang)". *Journal of Business Administration (JAB)* 7, no. 2.
- Ali, Hapzi., & Lima, N., (2013). *Research Methodology, Practical Guide to Business Problem Solving Preparation of Theses and Dissertation*, ISBN: 978-602-280-044-6, Deepublish Yogyakarta, Indonesia.
- Arsyad, M. (2014). The importance of working discipline to improve employee's working productivity of motor vessel manufacturing company in Makassar Shipyard. *Business management and strategy*, Vol. 5, No. 2
- Benkhoff, B. (1997). Ignoring Commitment Is Costly: New Approaches Establish the Missing Link Between Commitment and Performance. *Human Relations*, 50(6), 701-726.
- Ciptodihardjo, I. (2014). *Influence Leadership, Motivation, Job Satisfaction Against Organizational Commitment and Employee Performance At Employees PT. Smartfren, Tbk Di Surabaya*.
- Farid, H.T., Hamid, D., and Nurtjahjono, G.E. (2016). Influence Work Motivation Against Discipline and Employee Performance PT. PLN Distribution East Java Area Malang. *Journal of Business Administration (JAB)*, Vol. 32, No. 1.
- Fathoni, Abdurrahmat. (2006). *Organization and Human Resource Management*. Jakarta: Rineka Cipta.

- Greenberg, J., and Baron, R. (1997). *Organizational Behavior*, 6th Edition. New Jersey: Prentice Hall.
- Hasan, L. (2012). The Influence of Job Satisfaction and Discipline Against Commitment of Employees Organization of Industry Service of Trade of Mining and Energy of Padang City. *Journal of Management and Entrepreneurship*, Volume 3, Number 1.
- Hasibuan, M.S.P. (2011). *Human Resource Management, Basis and Key to Success*. Jakarta: CV. Haji Masagung.
- Liana, Y., dan Irawati, R. (2014). Role of Motivation, Work Discipline Against Employee Commitment and Employee Performance at Drinking Water Company in Malang Raya. *Journal of Management and Accounting*, Volume 3, Number 1.
- Luthans, F. (2002). *Organizational Behavior*, 7th Edition. New York: McGraw-Hill.Inc.
- Mangkunegara, A.P. (2011). *Planning and Development of Human Resources*. Bandung: Refika Aditama.
- Masydzulhak., Ali, Hapzi., dan Leni. (2016). The Influence of Work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment as an Satisfaction as an Intervening Variable, in PT. Asian Isuzu Casting Center. *Quest Journal of Research in Business and Management (QUEST-JBM)*.ISSN (Online): 2347-3002. www.questjournals.org.Vol.4, Issue10, 2016, page[01-10].
- Mathis Robert L & Jackson J.H. (2009). *Human Resources Manajement*. New Jersey: Prentice Hall.
- Munandar, A. S. (2000). *Industrial and Organizational Psychology*. Jakarta: UI Press.
- Nitisemito, A. S. (2008). *Personnel Management, Human Resource Management*. Jakarta: Ghalia Indonesia.
- Nurlaely, M., dan Riani, A.L. (2016). Influence of Work Discipline, Work Motivation, Job Satisfaction and Competence to Organizational Commitment. *Journal of Economic Resource Management*, Vol. 18, No. 1.
- Prihantoro, A. (2012). Improving Human Resource Performance through Motivation, Discipline, Work Environment, and Commitment (Case Studies of Madrasahs in the Environment Salafiyah Foundation, Kajen, Margoyoso, Pati). *Journal of Unimus*, Vol.8, No.2.
- Robbins, Stephen P. (2007). *Organizational Behavior: Concepts, Controversy, Applications*, English Edition, Interpreting: Pujatmoko. Jakarta: Prehallindo.
- Sedarmayanti. (2011). *Human Resource Management, Bureaucratic Reform and Civil Servant Management*. Bandung: Refika Aditama.
- Septiani, M., Sunuharyo, B.S., and Prasetya, A. (2016). The Influence of Organizational Commitment to Work Discipline and Employee Performance (Study on Employee of AJB Bumiputera 1912 Branch of Celaket Malang). *Journal of Business Administration (JAB)*, Vol. 40, No. 2.
- Sinambela, L.P. (2012). *Employee Performance Measurement Theory and Implications*. Yogyakarta: Graha Ilmu.
- Susanty, A., and Baskoro, S.W. (2012). The Influence of Motivation and Leadership Style To Work Discipline And Its Impact On Employee Performance (Case Study At PT PLN (Persero) APD Semarang). *J @ TI Undip*. Vol. VII, No. 2.
- Sutrisno. (2012). *Human Resources*, Surabaya: Gramedia,

- Tobing, L. (2009). The influence of organizational commitment and job satisfaction on the performance of employees of PT. Perkebunan Nusantara III in North Sumatra. *Journal of management and Entrepreneurship* Vol. 11. No. 1. 31-37.
- Troena, Syauta, Setiawan dan Solimun. (2012). The influence of organizational culture, organizational commitment to job satisfaction and employee performance)Study at municipal waterworks of Jayapura, papua). *International Journal of Business and Management Invention*, Vol 1, issued 1, pp. 69-76
- Wibowo. (2012). *Organizational Behavior*. Jakarta: RajaGrafindo Persada.