

Research Article

Analysis of Discipline, Organizational Commitment, Work Environment and Their Effect on Employee Performance PT. Adhiyasa Bangkinang

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Abstract: Organizational performance is determined by the work of all human resources in the organization, both leadership and workers. There are so many factors that can affect human resources in carrying out their performance. There are factors that come from within HR itself and from outside itself. Many factors can improve employee performance, including creating a conducive work environment, work discipline and high work commitment. This research was conducted at PT. Adhiyasa Bangkinang, Kampar Regency. The purpose of this study is to see and analyze the effect of work discipline, organizational commitment and work environment variables on employee performance either partially or simultaneously. The research population was all employees, totaling 31 people and all of them were used as samples. The data used are primary data and secondary data obtained from questionnaires, interviews and documentation. Data analysis was carried out with multiple linear regression and hypothesis testing was carried out through t test and F test with 5% alpha. The results of this study conclude that work discipline, organizational commitment and work environment have a significant effect on employee performance either partially or simultaneously.

Keywords: *Performance, Discipline, Organizational Commitment, Work Environment.*

A. INTRODUCTION

Human Resources (HR) is the main factor in determining the growth and development of an organization or company. So, to face the current globalization, the quality of human resources owned by the company is always a question in competition. Companies that want to grow and develop well, it is necessary to organize their human resources both in terms of intellectual, spiritual, creativity, moral, and responsibility aspects. The quality of human resources will have a significant effect on the achievement of the performance of these human resources and the company's performance in general. Performance management provides benefits not only for organizations, but also managers, and individuals, including improving employee performance, motivating workers, increasing commitment, improving training and development processes, providing a basis for career planning, helping retain skilled workers, and so on.

Organizational performance is determined by the work of all human resources in the organization, both the leadership and the workers. There are so many factors that can affect human resources in carrying out their performance. There are factors that come from within HR itself and from outside itself (environment). Many factors can improve employee performance, including creating a conducive work environment, work discipline and high work commitment. According to Susilo (2010), the work environment is an environment where employees do their daily work.

A conducive work environment creates good relations between fellow employees, good relations between superiors and subordinates, the existence of an adequate physical work environment, and the availability of work equipment. In addition to a conducive work

environment, work discipline also plays a very important role in efforts to improve employee performance. High work discipline will accelerate the achievement of company goals and vice versa. Disciplinary activities carried out to encourage employees to follow various standards and rules, so that irregularities can be prevented.

PT. Adhiyasa Bangkinang Kampar Regency is one of the companies engaged in the procurement of silica sand and coral stone. Based on the author's temporary observations, employees at this company have not optimal performance, because there are some employees who have not been able to carry out their duties properly and in accordance with the standards set by the company. One indication that employee performance is still not optimal can be seen in Table 1 below:

Table 1. Targets and Realization of Employee Duties at PT Adhiyasa Bangkinang

No	Section/Field	Main Tasks	Task Completion	
			Target	Realization
1	Administration	Prepare production reports, drying/packing & production delivery	30 Working days	35 Working days
2	Production	Processing/procurement of silica and coral stone	1000 Ton Per Month	700-800 Ton Per Month
3	Drying and Packing	Prepare the material in a dry state and ready to pack	30 Working days	40 Working days
4	Distribution	Delivery to Various Regions	1000 Ton Per Month	700-800 Ton Per Month

Source: PT Adhiyasa Bangkinang Kampar Regency

Based on the data in Table 1, it can be illustrated that employees cannot complete tasks in accordance with the time set by the company management. This could be due to employee negligence in carrying out their duties, such as low employee discipline, low employee commitment, non-conducive work environment and so on. One indicator that describes employee discipline and commitment can be seen by employee attendance. More clearly, this can be seen in Table 2 below:

Table 2. Data on Employee Tardiness of PT. Adhiyasa Bangkinang Period July-December 2021

No	Month	Number of Employees	Arrive Late (Minutes)	Average Delay (Minutes)
1	July	31	62	2
2	August	31	95	3
3	September	31	125	4
4	October	31	156	5
5	November	31	196	6
6	December	31	255	8

Source: PT Adhiyasa Bangkinang Kampar Regency

Table 2 shows that the level of employee discipline at PT Adhiyasa has decreased. This needs attention from the management, because delays in employees will affect production so that in the end performance will also be a problem. Furthermore, environmental factors will also affect performance. The current condition found that the work environment that is considered from the facility indicators, it is known that the available facilities are not in accordance with what is needed, so this also has an impact on the accuracy of employees in completing their work.

Research conducted by SL. Triyaningsih (2014) concludes that work discipline, work

motivation and organizational commitment have a positive and significant effect both partially and simultaneously on employee performance. Different results were found in the research of Stela and Jacky (2015) who found that discipline had a significant effect on performance, while commitment had no effect on performance. Ardika and Ramon's research (2016) found that commitment and work environment had a significant effect on performance, while discipline had no effect on employee performance.

Based on the background description, the formulation of the problem in this study is how the influence of discipline, organizational commitment and work environment on employee performance at PT Adhiyasa. The purpose of the study was to determine the effect of discipline, organizational commitment and work environment on employee performance.

B. LITERATURE REVIEW

According to Amstron (2010), performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Masrukin and Waridin (2006) state that a person's performance is influenced by the level of education, initiative, work experience, and employee motivation. The results of one's work will provide feedback for the person himself to always be active in doing his work well and is expected to produce good quality work. Meanwhile, Mangkunegara (2017), states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The results of Triwibowo, A., & Zamora, R. (2016) research concluded that the factors that affect performance are the work environment and organizational commitment. Performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards, and then communicating it with employees (Mathis, 2012).

Performance appraisal means evaluating an employee's current or past performance relative to his or her standard of achievement. Performance appraisal also always assumes that employees understand what their performance standards are, and supervisors also provide the necessary feedback, development, and incentives to help the person concerned eliminate poor performance or continue good performance (Dessler, 2006).

Good employee performance can be caused by employee work discipline, because the more disciplined employees are, the better the performance and vice versa. According to Sutrisno (2011) suggests that discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus, if the regulations or provisions in the company are ignored, or are often violated, the employee has poor work discipline. On the other hand, if the employee is subject to the company's provisions, it illustrates the existence of a good discipline condition.

There are three forms of discipline and the following will be explained one by one regarding the three forms of discipline, namely: first, managerial discipline (managerial discipline) where everything depends on the leader from the crew to the end. It is only through individual direction that the group produces valuable performance. Second, team discipline (team discipline) in which the perfection of performance leads to dependence on each other, and this dependence grows from a commitment of members to the entire organization. Third, self-discipline in which the sole implementer is completely dependent on training, agility and self-control. The results of research by Suwondo and Sutanto, (2015) prove that partially discipline has an effect on employee performance.

Organizational commitment is defined as the desire of some workers to remain members of the organization (Colquitt and Wesson: 2015). It means that organizational commitment affects whether employees stay as members of the organization or leave the organization to find a new job, organizational commitment or employee loyalty is the degree to which employees identify with the organization and want to continue to actively participate

in it. Someone who joins the organization is required to have a commitment in him. Organizational commitment not only means passive loyalty, but also involves an active relationship and the desire of employees to make a meaningful contribution to the organization. The higher the commitment, the higher the tendency of a person to be directed to actions that are in accordance with employee performance standards (Chughtai & Zafar, 2006).

Low commitment reflects a person's lack of responsibility in carrying out their duties. For example (Meyer et al, 2002) states that commitment is an individual's tendency to stay in the organization because of the perception that he will experience a loss if he leaves the organization, better known as continuance commitment. The results of research by Suwondo and Sutanto, (2015) prove that partially organizational commitment has an effect on employee performance.

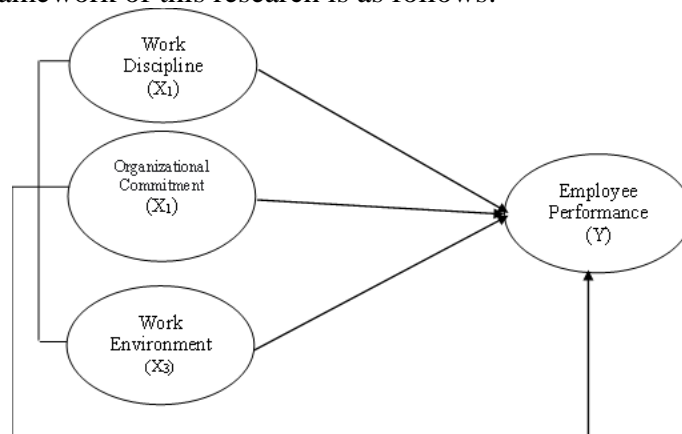
Meanwhile, according to Nitisemito in Khoiriyah (2009) the work environment is everything that is around the workers and can affect them in carrying out the assigned tasks. In Agung's research (2013) the work environment is everything that is around the worker and can affect him in carrying out the tasks assigned. The elements of the work environment are speech between workers such as the attitude of helping, the attitude of reprimanding and correcting mistakes and also the attitude of kinship among the workforce. According to Sedarmayanti (2011) states that broadly speaking, the type of work environment is divided into two types, namely the physical work environment and the non-physical work environment.

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Based on the description of the theory review, the hypotheses of this research can be formulated, namely:

1. It is suspected that discipline has a significant effect on performance.
2. It is suspected that organizational commitment has a significant effect on performance
3. It is suspected that the work environment has a significant effect on performance
4. It is suspected that discipline, organizational commitment and work environment simultaneously have a significant effect on performance

Thus, the framework of this research is as follows:



Furthermore, it can be seen the definitions and indicators of each research variable in Table 3.

Table 3. Operational Definitions of Research Variables

No	Variable	Definition	Indicator	Scale
1	Performance	Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him	1. Quantity 2. Quality 3. Reliability 4. Presence 5. Ability to work together	Ordinal
2	Discipline	Discipline shows a condition or attitude of respect that exists in employees towards the rules and regulations of the agency	1. Comply with company regulations 2. Effective use of time 3. Responsibilities in work & duties 4. Attendance rate 5. Penalty sanction	Ordinal
3	Organizational Commitment	Organizational commitment is the desire of some workers to remain members of the organization	1. Residence 2. Willing to do additional work 3. Maintain company confidentiality 4. Using company products 5. Willing to sacrifice	Ordinal
4	Work Environment	The work environment is everything that is around workers that can affect their work, including lighting arrangements, noise control, regulation, cleanliness of the workplace and workplace security arrangements	1. Coloring 2. Cleanliness 3. Lighting 4. Security 5. Noise	Ordinal

C. METHOD

This study uses a quantitative approach because the observed symptoms are converted into numbers that are analyzed using statistics. The research was conducted at PT. Adhiyasa, whose address is at Jalan Datuk Harunsiyah Salo. The length of the research was carried out for 3 months, namely June-August 2021. The types of data used were primary data and secondary data. Data collection techniques used are questionnaires, observations, interviews and documentation. The research population was all 31 employees and all of them were used as samples, thus the sampling technique was carried out by the census method. The data analysis tool is carried out using a multiple linear regression model with the following equation: $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$

Information:

Y = Performance

X₁ = Discipline

X₂ = Organizational Commitment

X₃ = Work Environment

α = Constant

β₁-β₃ = Regression Coefficient

ε = Error Term or Disturbing Factor

Before testing the hypothesis, the classical assumptions are first tested, namely:

1. Normality Test. The test was carried out using the P-P Normal Curve Plot of Regression Residual Standardized. The Testing Criteria are:
 - a. If the residual values spread along the diagonal line of the normal P-P Plot of Regression Residual Standardized curve, it is said that the normality assumption is met or the model is feasible.
 - b. If the residual values do not spread along the diagonal line of the normal P-P Plot of Regression Residual Standardized curve, it is said that the normality assumption is not met or the model is not feasible
2. Multicollinearity Test. The test is carried out by taking into account the value of tolerance and VIF, the test criteria are as follows:
 - a. If the tolerance value is around 1 and the VIF value is close to 1, it is said that the multicollinearity problem-free model or the model is worthy of being used as an analytical tool.
 - b. If the tolerance value is greater than 1 and the VIF value is not close to 1, it is said that the model has a multicollinearity problem or the model is not suitable as an analytical tool.
3. Heteroscedasticity test. The test is carried out using a scatter-plot curve, with the following test criteria:
 - a. If the residual value of multiple linear regression spreads randomly or does not form a certain pattern in the scatter-plot curve, then the multiple linear regression model is declared free of heteroscedasticity problems or the model is feasible to be used as an analytical tool.
 - b. If the residual value of multiple linear regression spreads non-randomly or forms a certain pattern in the scatter-plot curve, then the multiple linear regression model is declared to have a heteroscedasticity problem or the model is said to be unfit for use as an analytical tool.

Furthermore, hypothesis testing is carried out:

1. Simultaneous Hypothesis Testing
Simultaneous hypothesis testing is carried out by comparing the calculated F value with F table at 5% alpha or comparing the significance value of calculated F to alpha, the test criteria are as follows:
 - a. If the significance of F test $< \alpha$ ($\alpha = 0.05$) it is said that there is a simultaneous significant effect of the variables of discipline, competence and work environment on employee performance.
 - b. If the significance of F test $> \alpha$ ($\alpha = 0.05$) it is said that there is no simultaneous significant effect of the variables of discipline, competence and work environment on employee performance
2. Partial Hypothesis Testing
Partial hypothesis testing is done by comparing the value of t count with t table at 5% alpha or comparing the significance value of t arithmetic with alpha, the test criteria are as follows:
 - a. If the significance of t arithmetic $< \alpha$ ($\alpha = 0.05$) it is said that there is a partially significant effect of the variables of discipline, competence and work environment on employee performance.
 - b. If the significance of t arithmetic $> \alpha$ ($\alpha = 0.05$) it is said that there is no partial significant effect of the variables of discipline, competence and work environment on employee performance

D. RESULT AND DISCUSSION

Based on the results of data processing for validity, it can be seen that all statements from each of these research variables (discipline, competence, work environment and performance) are declared valid, because they have a product moment correlation value that is higher than alpha ($\alpha = 0.05$). Then the reliability test was carried out and the results were obtained as shown in Table 4.

Table 4. Reliability Test Results

No	Variable	Cronbach's Alpha	Critical Value	Information
1	Performance (X_1)	0.724	≥ 0.6	Reliable
2	Organizational Commitment (X_2)	0.756	≥ 0.6	Reliable
3	Work Environment (X_3)	0.826	≥ 0.6	Reliable
4	Performance (Y)	0.714	≥ 0.6	Reliable

Source: Data Processing Results

From Table 4, it is known that all statement items for each are valid and reliability tests are carried out, it is known that all statements are reliable in determining research variables, because the value of Cronbach's alpha is greater than the critical value. Then the test is carried out with the classical assumption test, the test results can be seen below:

1. Normality Test Results

The first classical assumption is that the residual value must be normally distributed. Based on the results of data processing, the distribution of the multiple linear regression residual values is obtained as shown in Figure 2 below:

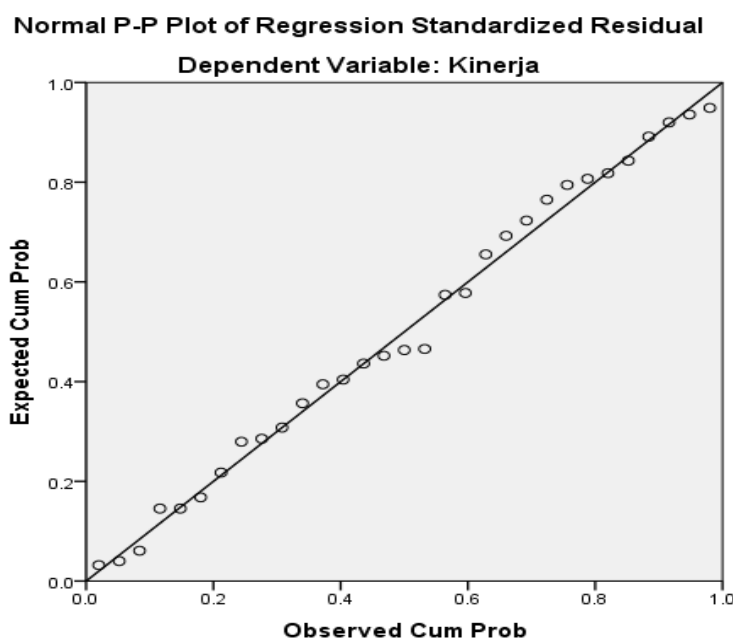


Figure 2. Normality Test Results

Source: Data Processing Results

From Figure 2, it can be seen that the residual value of multiple linear regression spreads along the diagonal line on the normal curve P-P Plot of Regression Standardized Residual. This situation explains that the residual value is normally distributed. Thus, the first classical assumption, namely the residual value must be normally distributed, has been fulfilled.

2. Multicollinearity Test Results

The second classic assumption is that the model must be free from multicollinearity problems, meaning that in the multiple linear regression model used as a data analysis tool, it is not justified to have a perfect relationship between independent variables. The multicollinearity test in this study was carried out by taking into account the tolerance value and the Variance Inflation Factor (VIF) value. Based on the results of data processing, the results obtained as in Table 4.

Table 4. Multicollinearity Test Results

No	Variable	Tolerance	VIF	Information
1	Performance (X ₁)	0.992	1.008	Free of Multicollinearity Problems
2	Organizational Commitment (X ₂)	0.996	1.004	
3	Work Environment (X ₃)	0.989	1.011	

Source: Data Processing Results

From Table 3, it is known that the tolerance value is close to one and the VIF value is around one. Thus, it is said that in the multiple linear regression model there is no multicollinearity problem, the model is feasible to be used as an analytical tool in this study.

3. Heteroscedasticity Test Results

Heteroscedasticity testing aims to see whether the variance of the residual value of multiple linear regression is inequality or not. A good model is a model that has the same residual variance. Based on data processing, the results obtained as shown in Figure 3 below:

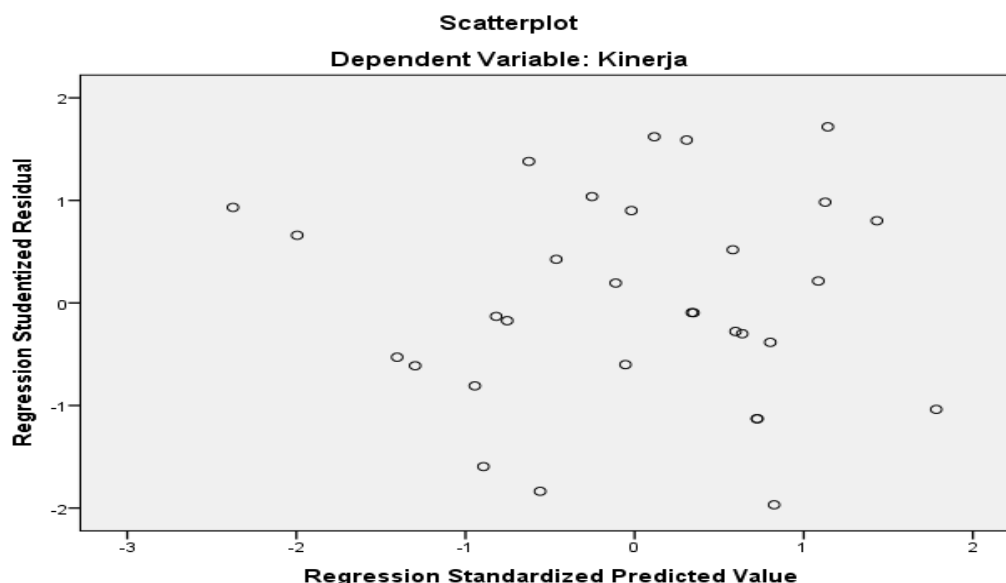


Figure 3. Heteroscedasticity Test Results

Source: Data Processing Results

From these results, it can be seen that the data spreads eventfully and does not form a certain pattern, thus it is said that there is no case of heteroscedasticity in the multiple linear regression model that will be used as an analysis tool. Next is hypothesis testing. The results of hypothesis testing in this study were carried out by t-test and F-test at 5% alpha. The results of data processing for this stage are obtained as follows:

Table 5. Multiple Linear Regression Results

No	Variable	Coefficient	t-test	Significant
1	Constant (α)	9.770	-	-
2	Performance (X ₁)	0.288	3.746	.000
3	Organizational Commitment (X ₂)	0.329	5.049	.000

4	Work Environment (X_3)	0.110	2.605	.011
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$F_{test} = 43.511$
 Significance $F_{test} = 0.000$
 $R = 0.861$
 $Adj.R^2 = 0.741$

Source: Data Processing Results

Based on the results of data processing in Table 5, it can be made a multiple linear regression equation as follows: $Y = 9.770 + 0.288X_1 + 0.329 X_2 + 0.110X_3$

From the above equation, the constant value (α) is 9.770. This figure means that if it is assumed that employee discipline, organizational commitment and work environment do not exist, then the employee's performance is still 9,770 units. Then the regression coefficient of the discipline variable was obtained at 0.288. This figure is positive and means that if it is assumed that employee work discipline increases by one unit, then employee performance will increase by 0.288 units assuming organizational commitment and the work environment do not change, and vice versa.

The regression coefficient for organizational commitment variable is 0.329. These results explain that if it is assumed that organizational commitment increases by one unit, then the variables of work discipline and work environment are constant or not changing, employee performance will increase by 0.329, and vice versa. Furthermore, the regression coefficient of the work environment variable, was obtained at 0.110. This number is positive and means that if it is assumed that the work environment is more conducive, then employee performance will increase and vice versa, assuming the discipline factor and organizational commitment do not change.

Seeing the close relationship between variables can be used correlation coefficient (R). From the results of data processing in Table 5, the R value is 0.861. This figure explains that between the independent variables, namely work discipline, organizational commitment and work environment, there is a strong positive relationship with the dependent variable, namely employee performance. Then to see the large or small contribution of the independent variable to the dependent variable, the coefficient of determination ($adj. R^2$) can be used. From the results of data processing in Table 5, the value of $adj. R^2$ is 0.741. These results explain that the variation of increase or decrease in employee performance by 74.1% is determined by the variables of work discipline, organizational commitment and work environment, while the remaining 25.9% is determined by other factors outside the model

Furthermore, from Table 5, the calculated t value is 3,746 with a significance value of 0.000. This shows that the significance value is lower than the alpha value, which is $0.000 < 0.05$. Thus, the first hypothesis is accepted at the 95% confidence level. Atrinya indeed there is a significant effect of the variable work discipline on employee performance at PT Adhiyasa Bangkinang.

Then the t value of the organizational commitment variable was obtained at 5.049 with a significance value of 0.000. These results indicate that the significance value is lower than the alpha value, namely $0.000 < 0.05$. This means that the second hypothesis in this study can be accepted at the 95% confidence level. Thus, it is said that organizational commitment is indeed a factor that can affect employee performance.

The calculated t value of the work environment variable is 2.605 with a significance value of 0.011. Thus, the significance value is lower than the alpha value, which is $0.011 < 0.000$. The third hypothesis in this study can be accepted at the 95% confidence level. These results indicate that it is true that the work environment can significantly affect performance. The fourth hypothesis in this study is that there is a simultaneous significant effect of the variables of work discipline, organizational commitment and work environment on employee performance. From the results of data processing, the calculated F value is 43,511 with a

significance value of 0.000. Thus, it means that the significance value is lower than the alpha value, namely $0.000 < 0.05$, this can be trusted at the 95% confidence level. Thus, it can be concluded that simultaneously work discipline, organizational commitment and work environment can indeed affect employee performance.

Performance is the result of the achievement of an employee in a certain period based on the standards that have been set by the company. PT Adhiyasa Bangkinang in its operations also demands good employee performance, so that the company's goals can be achieved in accordance with company plans. For this reason, the leadership or management of this company must be able to determine and pay attention to what factors can affect employee performance.

The results of this study prove that work discipline can affect employee performance at PT Adhiyasa Bangkinang. This illustrates that the more disciplined an employee is in carrying out his work, the better the work results he can achieve, and vice versa. The results of this study are in accordance with research conducted by Bachtiar Arifudin Husain (2017) where his research concluded that good work discipline has an influence on employee performance at PT. Bank Danamon Tbk Bintaro Branch.

In an effort to enforce employee work discipline, the company makes regulations that must be obeyed and implemented by every employee. In general, every regulation made is accompanied by threats or strict action for those who violate work discipline. The work discipline rules and regulations at PT Adhiyasa Bangkinang are as follows:

1. Carry out the company's duties as well as possible
2. Obey all regulations, company policy decisions and carry out all official orders given by superiors
3. Obey the provisions regarding working hours and filling in attendance cards,
4. Maintain and keep company secrets and job secrets as well as possible
5. Maintain a good working atmosphere within the company,
6. Maintain the good name of the company.

The sanctions given by the company to those who violate work discipline are as follows:

1. Every employee who violates the provisions of work order and discipline, is subject to official sanctions by giving verbal warnings,
2. Absence (Alpha) 6 consecutive days in one month the employee concerned will be dismissed,
3. Sanctions withholding income are given to employees who do not go to work without permission, which is equal to a month's salary divided by 26 days for each day of neglect. In carrying out activities, if overtime work is required, all employees are required to carry out if:
 - a. Unfinished work on a predetermined time/schedule, which must be completed immediately
 - b. To deal with emergencies and when work is not completed it can jeopardize public safety

Then the second factor that influences employee performance at PT Adhiyasa Bangkinang is organizational commitment. Organizational commitment is the extent to which the company can fulfill its promises to employees, such as the accuracy of the promised bonus payments, a fair attitude and so on. The results of this study support the research conducted by Heri & Berliana (2021), where the research concludes that employee commitment can significantly affect employee performance at PT Sinar Citra Abadi. With this result, the management of PT Adhiyasa Bangkinang should pay attention to their commitment to employees. This means that the leadership is asked to be able to fulfill all what has been

promised to the employee, so that the employee's trust in the company will increase, which in turn will improve the employee's performance. Such as the company's promise to treat employees fairly, the leadership's promise to give bonuses to employees who achieve targets and so on

The third factor that affects the performance of employees at PT Adhiyasa Bangkinang is the work environment, this is evident from the results of this study. Basically, the work environment is a physical and non-physical condition that can affect the work of employees. The physical environment such as meeting the needs for employee work equipment, work space arrangement, lighting and so on. While the non-physical work environment is the relationship between superiors and subordinates, relationships with colleagues and relations with the local community. Therefore, it is proper for company leaders to be able to create conducive conditions in their activities. The more conducive the work environment, the more comfortable employees will be in carrying out their duties and functions and the better the achievement of the employee's performance will be.

E. CONCLUSION

Based on the results of the research and discussion in the section above, several conclusions can be formulated, namely:

1. Work discipline variable has a significant effect on employee performance at PT Adhiyasa Bangkinang
2. Organizational commitment variable has a significant effect on employee performance at PT Adhiyasa Bangkinang
3. Work environment variables have a significant effect on employee performance at PT Adhiyasa Bangkinang
4. The variables of work discipline, organizational commitment and work environment simultaneously have a significant effect on the performance of PT Adhiyasa Bangkinang employees.
5. The variables of work discipline, organizational commitment and the environment have a strong positive relationship with employee performance at PT Adhiyasa Bangkinang
6. The variables of work discipline, organizational commitment and the environment have contributed 74.1% to employee performance, while the remaining 25.9% is determined by other factors outside the employee performance model at PT Adhiyasa Bangkinang.

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