

The Effect of Discipline, Motivation and Commitment to Employee Performance

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Abstract: Human resources as the basic capital in the company must behave and have high performance. The purpose of this study is to determine the influence of discipline, motivation and organizational commitment to the staff performance of Cenderawasih University Rectorate. This research was conducted at the General Administration Bureau of Rectorate of Cenderawasih University. The number of samples based on census method is 78 respondents by using multiple linear regression analysis technique. The result of the analysis shows that the discipline has a positive and significant effect on the performance of the employees of the Cenderawasih University Rectorate General Administration Bureau. Motivation has a positive and significant effect on the performance of the employees of the Cenderawasih University Rectorate General Administration Bureau. Organizational commitment has a positive and significant impact on the performance of employees of the General Administration Bureau of Rectorate of Cenderawasih University. Based on these findings can be proposed to the Rectorate of the University of Cenderawasih immediately provide an up to date system so as not to interfere with the work process undertaken by employees so as to improve its performance, management gives time for employees to complete lecturing administration, provide scholarships for students who have achievement, at least will build a positive image in the eyes of the community so that employees also committed to make it happen.

Keywords: discipline, motivation, organizational commitment, performance

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I. Introduction

Agustina et al. (2016) states every company would want human resources that have a good performance, because the achievement or failure of corporate goals is influenced by the performance of human resources in the company. Simamora (2008: 4) declares effective human resources as one of the organizational resources / companies that are important for the success of the company in achieving its goals. Employees who have good performance are employees who are able to participate actively in the company, responsible for the tasks assigned to achieve the expected results, diligent work, seldom absent, time discipline, and able to provide solutions to difficulties facing the company and participate in maintaining the company's survival due to the sense of belonging (Rivai, 2011: 94). But in reality not all employees are able to do the things mentioned above.

Performance is basically what employees do or do not do. Mathis and Jackson (2011: 78) states employee performance is what affects how much they contribute to the organization. Performance is the result of work produced by employees who appear in accordance with its role in the organization (Hasibuan, 2012: 195). In performance there is a performance assessment used for performance measurement. Performance appraisal can be a reason for the assessment of the extent to which human resource management activities are done well, and what will be done later, such as in payroll, career planning and others related to human resource management activities (Chan, 2006). Performance appraisal is not just a judgment, which is looking at what aspects of employees are less satisfied or more in their work, helping employees to achieve performance expected by the organization and oriented to the development of employees especially for the organization (Jyoti, 2016).

Indications of employee performance decline are also evidenced by the inaccuracy of employee completion time, which directly indicates low employee discipline. Hasibuan (2012: 193-194) states discipline is an important function of MSDM operative because the better the discipline of employees, the higher the achievement of work that can be achieved. Good employee discipline marks, it is difficult for a company's organization to achieve optimal results. Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This encourages passion, work, and the realization of company goals, employees, and society.

Indication of employee performance problems is also caused by low motivation received by employees of the company leadership, the motivation it has whether it is adequate or not in carrying out the work. Amid the

workload owned by employees is needed motivation from a leader who can improve employee performance. High motivation will have an impact on employee performance and improved productivity, and will ultimately achieve company goals (Tumilaar, 2015). Motivation of employees who have not maximized and poor work discipline is very bad impact on the achievement of employee performance (Fahmi, 2012: 83).

Employee performance has an important role for the way a company, to achieve it must be supported by the attitude of employee commitment to the company. Robins and Judge (2008: 112) defines organizational commitment as "an attitude that reflects employees' likes or dislikes toward the organization. Commitment to every employee is very important because with a commitment an employee can be more responsible for his work than a non-committed employee.

The phenomenon of employee discipline problem based on preliminary survey result, the researcher get information about employee discipline attitude through head of General Administration & Finance Bureau mention that Cenderawasih University Rectorate staff still behave not discipline like come not on time, there are still employees who leave attendance to colleagues if still on the way to the office. Many employees do not attend the morning apple on national days and leave the office during working hours. Then the habit that has been entrusted among employees who often add holiday time for example during the holidays with a variety of reasons. Triyaningsih (2014) in his research stated that the tendency of decreasing the productivity of an agency is one of them caused by the behavior of the employees who are less discipline, which is shown by the behavior that often skipping, sleeping during working hours, or returning home from work hours.

These things still indicate a low level of employee discipline that indicates poor performance (Aपालia, 2017). Employee indiscipline will directly affect the level of performance. Ilham et al. (2015) stated that low employee discipline will adversely affect its performance. Jajang (2015) in his research stated that low levels of employee discipline directly affect the performance and vice versa. Hasibuan (2012: 81) provides an understanding every employee must have discipline not based on coercion or rules of the agency but from self-awareness to improve performance within the organization. The low discipline of the employee's work in an agency can cause an institution to obstruct in achieving its objectives as happened to the administrative bureau of public administration & finance at the Rectorate of Cenderawasih University.

The phenomenon of problems concerning the work motivation of the administrative bureau of public administration & finance at the Rectorate of Cenderawasih University through the results of interviews with ten employees in the finance and staffing is known to still lack awards, respect, and create a more interesting job from the leadership so it looks no sense of help or not doing something for others that the leadership can do. Respect the diversity and individual differences, such as the attitude of a leader who clearly understands what others want from a job and allocates rewards to satisfy the needs of individuals and organizations so that employees feel satisfied in working. Jobs that seem boring feelings of employees because no one challenged in daily just doing the same task and repeatedly. This indicates low employee motivation that impact on performance implementation.

The phenomenon of the low level of commitment of the organization of the employees of the General & Financial Administration Bureau at the Rectorate of Cenderawasih University through the interview result is known that the employee does not fully understand the rules in performing the work, the employee feels uncomfortable performing his daily work because the result given to the agency is not in accordance with what he received . Working as little as possible without thinking about the impact it will have on what the next institution is expected to be like a much-delayed job, the low will of the employees in carrying out all the assignments assigned by the agency. These are the things that show the lack of organizational commitment that the employee seems willing to leave the agency to get a better job. This problem indicates organizational commitment is capable of affecting the performance of employees within the company (Iqra et al., 2015).

II. Literature Review

Performance

Employee performance is the successful completion of tasks performed by individuals, as set and measured by the supervisor or organization, to be accepted to existing standards while efficient and effective are also necessary in making use of the resources available in the changing environment (Hwang & Thao 2015). Moeheronio (2015: 60) performance is a description of the achievement of the implementation of an activity or policy program in realizing organizational goals, objectives, vision and mission as outlined through strategic planning of an organization. Performance can be known and measured if an individual or group of employees already has a criterion or standard of success that has been set by the organization. Astuti and Dharmadiaksa (2014), performance is the level of success achieved by a person in performing tasks that are compared with standard work or criteria that have been determined and agreed previously. Sedarmayanti (2011: 260) reveals that: "Performance is a translation of meaningful performance Job of a worker, a management process or an organization as a whole, where the work must be shown concrete evidence and can be measured (compared with standards that have been determined).

Motivation

To Iqbal et al. (2012), employee motivation and their ability to collectively participate in employee performance and difficult tasks provided are for the purpose of obtaining maximum productivity. So motivated to see the maximum interaction of the work and know the work capacity of the employees and can see the work in accordance with their capacity to get maximum productivity (Ali, Abrar and Haider, 2012). Motivation is the best tool for best performance. Currently there is much discussion about motivation and employee efficiency relationships as well as organizational efficiency. Motivation will lead to the fact that workers or employees of serious organizations will carry out their duties and responsibilities (Azar and Shafiqhi, 2013). In the theory of Herzberg (1966), motivation is divided into two factors such as motivators or often referred to as intrinsic motivation and hygiene factors or often called extrinsic motivations are separated into two dimensions, where each dimension affects one aspect that is separate from job satisfaction. Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. The results of Zameer's (2014) study indicate that motivation in industry in Pakistan can significantly affect employee performance. So also some research from Dobre (2013), Pristian (2011), Sasono (2015), proves that motivation has a positive and significant effect on performance. Research from Ismai (2003), proves that motivation has positive but not significant effect on employee performance. In this case, it can be said that although the motivation of positive and significant influence on performance but not necessarily this motivation variable most dominant influence the performance. While the research from Brobbey (2015), proves that the motivation variable both internal and external motivation has a significant result.

Organizational Commitment

Allen and Meyer (2009: 19) formulates a definition of organizational commitment in organizing as a psychological construct that is characteristic of the relationship of members of the organization with its organization and has implications for individual decisions to continue membership in organizing. Based on these definitions, members who are committed to their organization will be more able to survive as part of the organization than members who are not committed to the organization. Luthans (2008: 112) says the organization's commitment explains the relative strength of an individual's identification with involvement in an organization. Organizational commitment presents something beyond mere loyalty to an organization. In addition, it includes an active relationship with organizations in which individuals are willing to give something of themselves to help the success and prosperity of the organization.

Consequences of Commitment

Irefin & Mechanic (2014), affirming that Employee commitment becomes an important factor in achieving organizational success. Less committed employees are more likely to see themselves as outsiders and not as members of the organization. Very easily interested to even move to another agency if there is an interesting job offer. Conversely, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is a danger to them as well. Employees like being creative engage in mission and organizational values, as well as constantly thinking about ways to do their jobs better. Essentially, employees are committed to working for the organization as if it were their own organization. Low-committed employees will have an impact on turnover, high attendance, increased employee lag and lack of intensity to survive as employees in the organization, poor quality of work and lack of agency loyalty.

Discipline

Hasibuan (2012), argues that discipline is the awareness and willingness of a person to obey all the rules of the institution and the prevailing social norms. Discipline must be enforced within an organization. Without the support of good employee discipline, it is difficult for a company to realize its goals. So, discipline is the key to a company's success in achieving its goals. Discipline is the adherence to the rules in the organization related to the absence, quality of work, quantity of work, knowledge of work, and so forth (Koopmans et al, 2014). Discipline is the capital needed in achieving the desired goals. So that the existence of work discipline is needed in an agency or organization, because in the atmosphere of discipline an agency or organization will be able to implement its work programs to achieve the target set. The main purpose of discipline is to improve efficiency as much as possible by preventing and correcting the individual actions necessary to support the smoothness of all organizational activities to achieve maximum goal.

Consequences of Discipline

Every manager should be able to ensure that employees are orderly in the task. The context of discipline, the meaning of justice must be treated consistently. If the employee faces the challenge of disciplinary action, the employer must be able to prove that the employee involved in inappropriate conduct is worthy of punishment. Work discipline can be seen as something of great benefit, both for the benefit of the organization and for the employees. For the organization of the discipline of work will ensure the maintenance

of order and smooth implementation of the task, so that obtained optimal results. As for the employees will get a pleasant working atmosphere so that will increase morale in carrying out its work. Thus, employees can perform their duties with full awareness and can develop energy and mind as much as possible for the realization of organizational goals (Triyaningsih, 2011).

Hypothesis

Discipline to Performance

Discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behaviors of employees so that employees voluntarily seek to work cooperatively with other employees and improve work performance (Siagian, 2013: 305). Based on research conducted by ElviLastriani (2014), the results of research states that discipline has a significant influence in improving the performance of SatlantasPolrestaPekanbaru members. Mamik (2008) states in his research work discipline partially have a positive effect on improving employee performance. Katiandagho et al. (2014) proves that the same performance of employees is positively influenced by employee discipline. Tumilaar (2015) in his research proves that the improvement of employee performance is partially influenced by work discipline Pristian (2011) work discipline affect the performance of employees positively. The same is stated by Apalia (2017) the discipline of an employee has a positive influence on performance. Ilham et al. (2015) states that the same level of discipline owned by employees will affect performance.

H1: Discipline has a positive and significant effect on employee performance.

Motivation to Performance

Motivation is the power that drives an employee to cause and direct behavior (Gibson, 2013: 165). Based on research conducted by Yadi (2012) states that the motivation variable gives a significant influence in improving employee performance. Brobbey& Ibrahim (2015) proves that employee performance improvement is positively influenced by work motivation. Dobre (2013) states that work motivation can affect employee performance positively. Zameer et al. (2014) in his research proves the motivation of work partially have a positive effect on performance improvement. Maliah (2015) reinforce in his research employee performance is positively influenced by work motivation. Noor et al. (2015) in his research proves the motivation of work will give a positive influence in improving employee performance. Masud& Veronica (2015) stated that the employee's work motivation will directly improve their performance.

H2: Motivation has a positive and significant effect on employee performance

Organizational Commitment to Performance

In order for a professional working climate can be created required a good commitment between the organization and employees. Organizational commitment is very influential on the performance of employees because employees who have a high commitment to the organization tend to have the attitude of alignment, a sense of love, a sense of pride to the organization, and feel obliged to advance organization (Widi, 2015). Researched by Hudiwinarsih (2012) supports that the higher one's organizational commitment to the task positively affect the performance of employees. Khan et al. (2012) proves the same thing, organizational commitment positively affects employee performance. Ireffin& Mechanic (2014) in his research proves that employee performance is positively influenced by organizational commitment. Respatiningsih&Sudirjo (2015) prove positively that performance is influenced by organizational commitment owned by employees. Iqra et al. (2013) proves in his research organizational commitment owned by an employee will improve performance positively

H3: Organizational commitment has a positive and significant effect on employee performance

III. Research Methods

Procedure

To obtain the necessary data in the study used some data collection techniques questionnaires and interviews. The population used was 78 people using a saturated sample technique. The data collected in this study will be analyzed by means of multiple linear regression, to determine the dependence of a dependent variable with one or more independent variables. This analysis can also predict the direction of the relationship as well as measure the degree of closeness of the relationship between one dependent variable to one independent variable. In the analysis, researchers assisted with the computer program StatitcalPacage of Social Science (SPSS) version 22.0 for Windows.

IV. Result

Most of the respondents are 70.5 percent are male and 29.5 percent are female, this means that the management system of Cenderawasih University requires more male employees if it is related to the suitability of available job types. Based on marriage status most of the respondents are married status of about 69.2 percent of the total respondents. On the other hand, the respondent with the widest / widest percentage status was the lowest that was 3.8 percent. This means that, employees at the Cenderawasih University Rectorate Administration Bureau are mostly married or married. Based on age most of respondents are aged 31-40 years, which is about 66.7 percent of the total respondents. On the other hand, respondents in the age group > 50 percent of the lowest was 2.6 percent. This means that employees at the Cenderawasih University Rectorate Administration Bureau are on average 31-40 years old where the Cenderawasih University Rectorate Administration Bureau intends to foster an energetic workforce with an attractive appearance so that in providing services to customers feel comfortable and happy. Based on education state most of the respondents are 50.0 percent of respondents are educated Bachelor Degree, on the other hand the highest percentage of senior high school education is 11.5 percent, it indicates the good quality of human resources owned by the Rectorate Administration Rectorate Cenderawasih University prioritizes employees who have the expertise, knowledge or skills in the field, especially in the field of banking that currently tend to lead to education Bachelor Degree. based on the working period of most respondents i.e 66.7 percent of respondents have a working period > 5 years, on the other hand respondents on the job > 2 Year the lowest percentage is 11.5 percent, it indicates the good quality of human resources owned by the Administration Bureau Rectorate of Cenderawasih University because most have working period > 5 Years.

Multiple linear regression analysis aims to determine the dependence of a dependent variable with one or more independent variables. This analysis can also predict the direction of the relationship as well as measure the degree of closeness of the relationship between one dependent variable to one independent variable. The results of regression analysis with statistical package of social science program (SPSS) version 16.0 for Windows can be seen in Table 1. below.

Table 1. Regression Analysis

Variable	Regresion Coefficient		T	Sig
	B	Std. error		
(constant)	28,884	10,142	2,848	0,006
Dicipline	0,388	0,145	2,679	0,009
Motivation	0,114	0,045	2,512	0,014
Org. Commitment	0,220	0,093	2,362	0,021
Dependen variabel	: Kinerja			
F Statistic	: 21.436			
Sig F	: 0.000			
R ²	: 0.465			

Based on Table 1. can be written multiple linear regression equation as follows. $Y = 28,884 + 0,388 X1 + 0,114 X2 + 0,220 X3$

Based on the results of multiple linear regression calculations can be seen that Fcount = 21.436 and Ftable value with 95% confidence level and $\alpha = 0.05$; $df = (k-1) : (n-k) = (3; 74)$ is 2.74 attachments (6). Because Fcount of 21,436 bigger than Ftable 2,74 with significance value 0,000 < 0,05 hence can be concluded discipline, motivation and organizational commitment have significant influence simultant to performance. This means the model can be used for further analysis or in other words the model can be used to present because goodness of fit is good results. From the value of coefficient of determination R² also has a fairly high value of 0.465 this indicates that as much as 46.5 percent of performance variations can be explained by discipline, motivation and organizational commitment while the remaining 53.5 percent influenced by other factors not examined.

Table 1. shows the discipline (X1) has the value tcount = 2.679 with significance of t test of 0.009. Due to the significance of t test < 0.05 then H0 is rejected, this means that the discipline has a positive effect on the performance of the Bureau of Public Administration of Rectorate of Cenderawasih University. Positive, close, and significant in the sense that the two variables between discipline and employee performance are mutually influential with each other on the basis of significant statistical data. This shows that the better the work discipline perceived by employees, then there is a tendency to improve employee performance.

Table 1. shows the motivation (X2) has the value tcount = 2.512 with significance of t test of 0.014. Because the significance of t test < 0.05 then H0 rejected, this means the motivation has a positive effect on the performance of employees at the General Administration Bureau of Rectorate of Cenderawasih University. Positive, close, and significant in the sense that both variables between motivation and employee performance influence each other closely with each other based on significant statistical data. This shows that the better the work motivation perceived by employees, then there is a tendency to improve employee performance.

Table 1. shows organizational commitment (X3) has $t_{count} = 2,362$ with significance of t test equal to 0,021. Because the significance of the test $t < 0.05$ then H_0 rejected, this means organizational commitment have a positive effect on the performance of employees at the Rectorate General Administration of Cenderawasih University. Positive, close, and significant in the sense that the two variables between organizational commitment and employee performance influence each other closely with each other based on statistically significant statistical data. This suggests that the better the organization's commitment to employees, the more likely it is to improve employee performance.

V. Discuss and Conclusion

Work discipline has a positive and significant effect on the performance of employees at the General Administration Bureau of Rectorate of Cenderawasih University, meaning that the increasing work discipline of employees will be able to improve employee performance. Motivation has a positive and significant effect on the performance of employees in the General Administration Bureau of Rectorate of Cenderawasih University, meaning that the better the work motivation of the employees will be able to improve the performance of employees. Organizational commitment has a positive and significant effect on the performance of employees in the General Administration Bureau of Rectorate of Cenderawasih University, meaning that the greater commitment of organization owned by employees will be able to improve the performance of employees.

Cenderawasih University Rectorate in facing the current employee performance problem related to disciplinary level is still lack of awareness of some employees to discipline level, so it needs to be socialized in order to increase the discipline of employees in the rectorate scope of cendrawasih university.

Rectorate of Cenderawasih University in facing the problem of the lack of employee opportunity to determine the time in completing the work, this becomes serious attention from the management by giving a little time for employees to complete lecture administration, considering the number of students who must be in the data and reported to the rectorate. The problems faced by current employees how to build the image of Cendrawasih University in the eyes of the community, the management must be involved for this by making it easy for every student who wants to study at Cendrawasih University, giving scholarships for students who have achievement, at least will be by itself able build a positive image in the eyes of the community so that employees also commit to make it happen.

The Rectorate of Cenderawasih University in dealing with employee problems currently responding to the income received, management must provide something beneficial to each employee, for example providing additional incentives for outstanding employees, so as to be impressed to increase the commitment of employees of the General Administration Bureau of Cendrawasih University. with the morale of each employee, Cendrawasih University management must be able to give full authority to every employee in his devotion at Cendrawasih University and to review what are the rules that apply to the employment of employees at Cendrawasih University in the future. The problem of how to build a good relationship with the media in publication, management must take concrete steps in this case such as holding a meeting once a month with the media, so it has a harmonious relationship and able to improve performance pegawai in all fields to participate in introducing and maintaining the good name of Cendrawasih University in the eyes of the wider community.

Limitation and Future Research

This study only examines the variables of discipline, motivation and organizational commitment in measuring employee performance, to improve innovation in research to be compared with choosing up-to-date variables that affect employee performance according to condition of research location. Research only choose one research location only in Rectorate of Cenderawasih University. to improve innovation in research can be developed by selecting more than one location. Samples are taken in a certain time (cross-section) while the environment is rapidly changing, so this research is important to be done in other communities by adding other influence indicators.

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