

ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE

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ABSTRACT

This study aims to determine the effect of organizational commitment and work discipline on the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. This research approach uses an associative and quantitative approach. The sampling technique used a sampling technique using the slovin formula totaling 65 people. The data collection technique used in this study used a questionnaire/questionnaire and interview techniques. The data analysis technique in this study uses Multiple Linear Regression, Classical Assumption Test, Hypothesis Testing (t-test and f-test) and Coefficient of Determination. The data processing in this study used the SPSS (Statistical Package For the Social Sciences) software version 16.0. The results showed that simultaneously organizational commitment and work discipline had a positive and significant effect on the performance of PT. PLN (Persero) Main Unit for North Sumatra Region. Based on the partial test, it shows that the organizational commitment variable has a positive and significant effect on employee performance, and the work discipline variable has a positive and significant effect on the performance of PT. PLN (Persero) Main Unit for North Sumatra Region.

Keywords : Organizational Commitment, Work Discipline and Performance

INTRODUCTION

In the management of human resources, management is needed that is able to manage resources in a systematic, planned and efficient manner. (Jufrizen, 2015,). The growth and development of the organization depends on human resources. Therefore, human resources are assets that must be improved effectively and efficiently so that optimal performance will be realized. To achieve this, the organization in this case the company must be able to create situations and conditions that encourage and enable employees to develop abilities and skills optimally, especially in terms of performance. So organizations need to pay attention to employee work discipline. (Hidayat & Taufiq, 2012, p. 80).

One of the important problems faced by leaders is how to improve employee performance so that it can support the success of achieving goals. (Arianto, 2013, p. 192). To create high performance, it is necessary to increase optimal work and be able to utilize the potential of human resources owned by employees employees to create organizational goals, so that they will make a positive contribution to organizational development (Sidanti, 2015, p. 45). As an employee in doing a job must be as effective and efficient as possible. The quality and quantity of employees must be in accordance with the needs of employees and the placement of workers must also be appropriate and in accordance with their wishes and expertise. Thus, work discipline will be better and more effective in supporting the realization of company goals (Nova, 2017, p. 2).

Employee performance improvement can also be done by creating work discipline, because well-managed work discipline will result in employee compliance with various organizational regulations that aim to improve performance (Jufrizen, 2018, p. 406). Performance is the result of a

person's efforts achieved by the ability and actions in certain situations. In general terms, performance is an employee's attitude in doing work that gives rise to a result, both good results and vice versa, depending on how the employee is serious about working. (Samsuddin, 2018. Pg 77). Definition of Organizational Commitment is another term for organizational commitment. According to him, organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization (Mahadin Shaleh, 2018. p. 50).

LITERATURE REVIEW

Performance

Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of talent and ability itself. Performance is the embodiment of ability in the form of real work. Performance is the result of the work achieved by employees in carrying out tasks and jobs that come from the organization. Priansa (2018, p. 269). Mangkunegara (2017, p. 67) The term performance comes from the word Job Performance or Actual Performance. Understanding Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Kasmir (2018, p. 182) Individual performance is the basis of organizational performance which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results. Samsuddin (2018, p. 77).

According to Samsuddin (2018. p.79), employee performance is influenced by several factors, namely: 1). Quality of Work is the level of good or bad work received by an employee which can be seen in terms of accuracy and neatness of work, skills and abilities. 2). Quantity of Work (Quantity of Work) Is how much workload or number of jobs that must be completed by an employee. Measured from the ability quantitatively in achieving targets or work results on new jobs. 3). Job Knowledge Is the process of placing an employee in accordance with the educational background or expertise in a job. This is viewed from the ability of employees to understand matters relating to the tasks they perform. 4). Teamwork (Teamwork) Seeing how an employee works with others in completing a job. Cooperation is not only limited to vertical or collaboration between employees, but horizontal cooperation is an important factor in an organization's life, namely where between organizational leaders and their employees a conducive and reciprocal relationship is mutually beneficial. 5). Creativity is the ability of an employee to complete his work in his own way or initiative which is considered capable of being effective and efficient and able to create new changes for the improvement and progress of the organization. 6). Innovation (Innovation) The ability to create new changes for the improvement and advancement of the organization. This is seen from the bright ideas in overcoming organizational problems. 7). Initiative (Initiative) Covers several aspects such as the ability to take appropriate steps in the face of difficulties, the ability to do a job without help, the ability to take the first step in an activity. Innovation (Innovation) The ability to create new changes for the improvement and advancement of the organization. This is seen from the bright ideas in overcoming organizational problems. 7). Initiative (Initiative) Covers several aspects such as the ability to take appropriate steps in the face of difficulties, the ability to do a job without help, the ability to take the first step in an activity. Innovation (Innovation) The ability to create new changes for the improvement and advancement of the organization. This is seen from the bright ideas in overcoming organizational problems. 7). Initiative (Initiative) Covers several aspects such as the ability to take appropriate steps in the face

of difficulties, the ability to do a job without help, the ability to take the first step in an activity.

There are some indicator according to Samsuddin (2018, Thing. 82) stated that the employee performance indicators are: 1). Loyalty, namely the determination and ability to obey, implement, and practice something that is obeyed with patience and responsibility. 2). Work performance, namely the work achieved by employees in carrying out the tasks assigned to them. 3). Responsibility, namely the ability of employees to carry out the work assigned to them as well as possible and on time, and dare to take risks for the decisions that have been taken. 4). Obedience, namely the ability of employees to comply with all applicable laws and regulations and official regulations. 5). Honesty, namely the sincerity of employees in carrying out and the ability not to abuse the authority they carry. 6). Cooperation, namely the ability of employees to cooperate with others in carrying out their duties. 7.) Initiative, namely the ability of employees to take decisions on steps or carry out all necessary actions in carrying out main tasks without waiting for orders from superiors. 8). Leadership, namely the ability to influence others so that they can be directed optimally to carry out tasks. Organizational Commitment

Communication

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Samsuddin (2018, p. 61) The definition of organizational commitment is a promise (agreement/contract) to do something. Promises to ourselves or to others that are reflected in our actions. Commitment is a complete acknowledgment, as a true attitude that comes from the character that comes out of a person. Utaminingsih (2014, p. 140). Priansa (2018, p. 234) Stated that organizational commitment is the identification of employees towards approval to achieve the mission of the unit or the mission of the organization. It can be concluded that organizational commitment is an attitude or the authenticity of an employee's character or the attitude of an employee's sincerity towards an organization, and aims to be maintained in the organization.

Darmadi (2018, p. 209) suggests factors that influence organizational commitment, namely: 1) Personal factors, such as age, gender, education level, work experience, personality, etc. Including personality factors, among others, work ethic, willingness to benefit the organization from what is done and the desire to self-actualize and career development. 2) Organizational factors, including sensitivity to organizational loyalty, job security and economic incentives. 3) Relational factors, including trust from superiors, communication with superiors and co-workers as well as positive feedback from leaders or clients.

According to Busro (2018, p. 78) suggests that there are three separate dimensions of organizational commitment, namely: 1) Affective commitment, which is related to the desire to be bound to the organization or the emotional attachment of employees. Identification and involvement in the organization occurs when employees want to be part of the organization because of an emotional bond or feel they have the same values as the organization. 2) Continuance commitment, namely an awareness of the costs that must be incurred or borne (losses both financial and other losses) associated with the exit of employees from the organization. 3) Normative commitment, which is a feeling of obligation from employees to stay in an organization because of a feeling of indebtedness to the organization.

Indicators of Organizational Commitment according to Shaleh (2018, p. 51) generally have three indicators, namely as follows: 1) The willingness of employees, where there is a desire of employees to strive to achieve the interests of the organization. 2) The existence of employee

loyalty, where employees want to maintain their membership to continue to be a part of the organization. 3) The existence of employee pride in the organization, marked by employees feeling proud to have been part of the organization they follow and feeling that the organization has become a part of their lives.

Work Discipline

Work Discipline has the meaning of an attitude, where an employee shows seriousness in working and also obeys the rules given by the organization/company. Supomo, et al (2018, p. 133) Explain that work discipline is the sixth most important operative function of human resource management, because the better the employee discipline, the higher the level of discipline so that employee performance will be better. An employee who does not have the nature of work discipline, it is difficult for the organization to achieve its goals. According to Hartatik (2018. p. 197), formulates the factors that influence work discipline into two, namely personality and environmental factors.

1. **Personality Factors:** An important factor in a person's personality is the value system adopted, which is directly related to discipline. The value system will be seen from a person's attitude, where this attitude is expected to be reflected in behavior. According to Kelman, as quoted by Helmi, there are three levels of change in mental attitude in behavior, namely: a) Discipline due to obedience, this type of discipline is only based on feelings of fear. Work discipline at this level is carried out solely to get a positive reaction from the leadership or superiors who have authority. On the other hand, if the supervisor is not available, work discipline will not appear. b) Discipline because of identification, this discipline is based on the identification of feelings of admiration and appreciation for the leader. A charismatic leader is a respected figure, valued, and as a center of identification. This employee will only show his discipline when there is an identification center. If the identification center does not exist then work discipline will decrease and violations will increase. c) Discipline due to internalization. Work discipline at this level occurs because employees have high self-discipline values. At this level, people are categorized as having self-discipline.
2. **Environmental Factors:** Discipline in a person is a product of his interaction with the environment, especially the social environment. Therefore, the formation of discipline is subject to the rules of the learning process. High work discipline does not just appear, but is a continuous learning process. In order for the learning process to be effective, leaders as agents of change need to pay attention to the principles of consistency, fairness, positive attitude, and openness. Consistent is treating the rules consistently over time. Once the agreed rules are violated, the system of rules is broken. Fair in this case is to treat all employees with no discrimination. Efforts to instill discipline are basically instilling values. Therefore, Open communication is the key. In this case, it is necessary to be transparent about what can and cannot be done, including sanctions and rewards. Employees also need consultation, especially if the rules do not satisfy the employee.

Indicators of work discipline according to Agustini (2011, p. 73) indicators of employee work discipline are as follows: 1) Attendance level: The number of employees attending to perform work activities in the company which is characterized by low levels of employee absence. 2) Work procedures: Rules or provisions that must be obeyed by all members of the organization. 3) Obedience to superiors: Following what is directed by superiors in order to get good results. 4) Work awareness: The attitude of someone who voluntarily does his job well, not by force. 5) Responsibilities: Willingness of employees to take responsibility for their work, the necessary

facilities and infrastructure, as well as their work behavior.

METHODS

Approach The type of research used is associative research. The approach used is quantitative. This research is to see the effect of organizational commitment and work discipline on employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region. The population in this study were all employees who worked at PT. PLN (Persero) Main Unit for North Sumatra Region, totaling 184 people. By using a sample of 65 people. In this study, to draw samples from the population using the Sampling technique, the sampling technique uses a sampling technique, which means that the researcher sets several criteria in selecting employees who are the object of research. Before testing the hypothesis of this study, First, the classical assumption test is carried out to ensure that the multiple regression test tool can be used or not in the study. If the classical assumption test has been met, then the multiple linear regression statistical test tool can be used.

RESEARCH RESULTS AND DISCUSSION

Classic assumption test

Normality

Before testing the hypothesis, the classical assumption is tested first to ensure that the multiple regression test tool can be used or not in the study. If the classical assumption test has been met, then the multiple linear regression statistical test tool can be used. There are several classical assumption tests including normality, multicollinearity, and heteroscedasticity tests with the following results: The data normality test was conducted to see whether in the regression model, the dependent and independent variables had a normal distribution or not. Below are the results of the normality test to test the overall research variable data using histogram graphs and probability plots as follows:

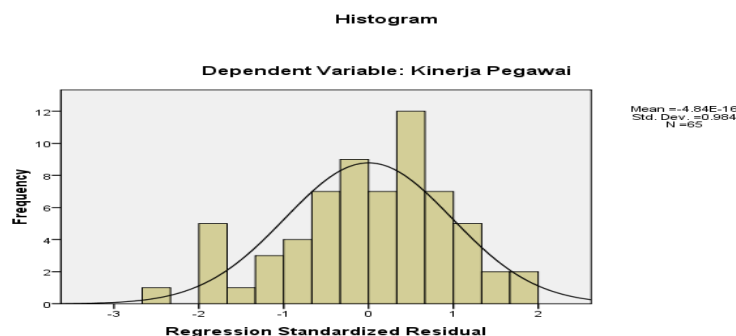


Figure 1. Histogram Normality Test Results

Based on the results of the normality test in the figure above, it can be seen that in the histogram graph above, the data distribution follows a bell-shaped curve that is not skewed to the right and left, it can be concluded that the data is normally distributed. Similarly, by using the P-Plot graph in this graph, it can be seen that the points spread around the diagonal line and the spread is somewhat close to the diagonal line or the spread is in the direction of the diagonal line so that it can be concluded that the regression model in this study is normally distributed.

Multicollinearity testing was conducted to see whether the regression model found a correlation between the independent variables. A good regression model should not have multicollinearity. To detect the presence or absence of multicollinearity, it can be seen through the value of the inflation factor (VIP) variable and the tolerance value < 0.10 or the same as the VIP value > 10 , then the value there is multicollinearity between the independent variables.

Table I. Multicollinearity Test Results

It can be seen that the independent variables, namely organizational commitment and work discipline, have a tolerance value of $0.772 < 1.0$ and a VIP value of $1.296 < 10.0$, this means that the regression used for the two independent variables does not have multicollinearity. Heteroscedasticity is used to test whether in the regression model, there is an inequality of variance from the residuals in another observation. If the residual variance from another observation remains, it is called homoscedasticity, and if the variance is different it is called heteroscedasticity.

Figure III. Heteroscedasticity Test Results

In the picture above shows the points randomly do not form a clear or regular pattern, are spread both above and below the number 0 on the Y axis. Thus "heteroscedasticity does not occur" in the regression model

Multicollinearity Test

Multiple linear equation model can be used in analyzing the significant level of influence of factors that affect employee performance which is explained through organizational commitment and work discipline at PT. PLN (Persero) Main Unit for North Sumatra Region.

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational commitment	.772	1,296
Work discipline	.772	1,296

a. Dependent Variable: Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25,083	3.812		6,580	.000
Organizational commitment	.196	.086	.290	2.276	.026
Work discipline	.202	.099	.260	2,045	.045

a. Dependent Variable: Employee Performance

Heteroscedasticity Test

The t test is used to test whether the independent variable (X) individually has a relationship with the variable (Y). The data is presented in the table below, while the t table is 1,998 (see t table for N = 63).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25,083	3.812		6,580	.000
Organizational commitment	.196	.086	.290	2.276	.026
Work discipline	.202	.099	.260	2,045	.045

a. Dependent Variable: Employee Performance

Research Hypothesis

Multiple Linear Regression

The test results are obtained by comparing the value of ttable with tcount, the value of ttable is determined beforehand and by using a significant value of $= 0.000 < 0.05$, based on these data it can be determined that the magnitude of ttable is 1.998 and it is known that motivation has a tcount value of 2.276, then the resulting tcount value $2,276 > \text{ttable value } 1,998$, so it can be concluded that organizational commitment has a significant effect on employee performance.

Partial Test (t test)

The results of the F-Test test are presented in the table below:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222,131	2	111.065	8,951	.000a
	Residual	769,315	62	12,408		
	Total	991,446	64			

a. Predictors: (Constant), Work discipline, Organizational commitment

b. Dependent Variable: Employee Performance

Table IV. F test

Based on the data from the F test table, it is known that there is a significant value of 0.000 < 0.005 and it is known that the ftable value is 3.15 when compared to the fcount value with the ftable, the resulting value is 8.951 > 3.15. So it can be concluded that organizational commitment and work discipline have a significant and simultaneous effect on employee performance.

F Uji test

The F (simultaneous) statistical test was conducted to determine whether the independent variables (independent) together had a significant effect or not on the dependent variable. Simultaneous test results can be performed in the following table:

Table 5. F Uji Test Table

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222,520	2	111.260	8,400	.001a
	Residual	794,750	60	13,246		
	Total	1017.270	62			

a. Predictors: (Constant), work discipline, communication

b. Dependent Variable: employee performance

Ftable $nk-1 = 63-2-1 = 60$ is 3.15

Fcount = 8,400

Based on the results of the Fcount test in the table above, namely 8.400 > Ftable 3.15 then seen with the results of a significant probability value of 0.001 < 0.05, then Ho is rejected and Ha is accepted, while the Ftable value based on dk = nk-1 = 60 with insignificant 5% is 3.20 . It can be concluded that there is a simultaneous significant effect of communication and work discipline on the employee performance of PDAM Tirtanadi, North Sumatra.

Coefficient of Determination

The test using the coefficient of determination (r²) test is to see the magnitude of the influence of the independent variable on the dependent variable, namely:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473a	.224	.199	3.52254

a. Predictors: (Constant), Work discipline, Organizational commitment

b. Dependent Variable: Employee Performance

Table V. Coefficient of Determination

Based on the results of the coefficient of determination in the table above, the value of R square in the table above (model summary) is 0.224 or 22.4%. This means that the contribution given to organizational commitment and work discipline together on employee performance is 22.4%, the remaining 77.6% is influenced by other variables not examined in this study.

DISCUSSION

The results of this study prove that organizational commitment has a positive and significant effect on the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Thus, it means that the better the organizational commitment at PT. PLN (Persero) North Sumatra Regional Main Unit, the better the performance of employees at PT. PLN (Persero) Main Unit for North Sumatra Region. The results of this study indicate that the performance of the employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Because based on the questionnaire distributed by researchers to the respondents, there were still some respondents who gave statements that they did not agree on the variables of employee performance and organizational commitment. This shows that the performance of employees addressed by PT. PLN (Persero) North Sumatra Regional Main Unit is still not satisfactory because of the organizational commitment given to PT. PLN (Persero) North Sumatra Regional Main Unit to employees is not satisfactory. Therefore, for PT. PLN (Persero) North Sumatra Regional Main Unit must improve the organizational commitment of its employees by paying more attention to its employees to improve employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region.

The results of this study are in line with previous research conducted by (Mazura, Mujiono, & Rosmida, 2012) (Santoso & Farlianto, 2016) (Maziah, 2017) there is a positive and significant influence between organizational commitment variables (incentives) on employee performance. Organizational commitment is also an additional reward given to employees as a form of appreciation for the contribution of their work to the company, where the award can be in the form of bonuses, incentives and others.(Burhanuddin, 2015, p. 237). And in giving organizational commitment, the company must be fair to every employee(Kashmir, 2016, p. 233).

The Effect of Communication on Employee Performance

The results of this study prove that work discipline has a positive and significant effect on the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Thus, it means that the better work discipline at PT. PLN (Persero) North Sumatra Regional Main Unit, the better the performance of employees at PT. PLN (Persero) Main Unit for North Sumatra Region. The results of this study indicate that the performance of the employees of PT. PLN (Persero) Main Unit for North Sumatra Region. Because based on the questionnaire distributed by researchers to

the respondents, there were still some respondents who gave statements that they did not agree on the variables of employee performance and work discipline. This shows that the performance of employees addressed by PT. PLN (Persero) North Sumatra Regional Main Unit is still unsatisfactory because of the work discipline of PT. PLN (Persero) North Sumatra Regional Main Unit is not satisfactory. Therefore, for PT. PLN (Persero) Parent Unit for North Sumatra Region must improve the work discipline of its employees by paying more attention to its employees to improve employee performance at PT. PLN (Persero) Main Unit for North Sumatra Region.

The results of this study are in line with previous research conducted by (Siagian & Khair, 2018) (Hasibuan & Bahri, 2018) (Elizar & Tanjung, 2018) (Widarta, 2019) there is a significant influence between work discipline variables on employee performance. Good work discipline can be said if the work discipline around employees is comfortable to work. Work discipline is also everything that is around employees and can affect the performance of the tasks assigned to them (Afandi, 2018, p. 65).

The Effect of Work Discipline on Employee Performance Kinerja

The results of this study prove that organizational commitment and work discipline have a significant and simultaneous effect on the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region. The results show that if the organizational commitment given by the company is fair and the work discipline is comfortable, then the employee's performance will automatically increase at PT. PLN (Persero) Main Unit for North Sumatra Region. The results of this study are in line with previous research conducted by (Ningtyas, Swasto, & Mukzam, 2013) (Climate, 2017) (Djuwanto, Istiatin, & Hartono, 2017) there is a positive and significant effect between organizational commitment variables (incentives) and work discipline on employee performance.

An employee's performance is good if he has high skills and follows all company regulations. Employee performance is also how a person is expected to function properly and behave in accordance with the tasks assigned to him by employees (Sutrisno, 2010, p. 170). And to find out whether the employee has performed well, it is necessary to have a performance appraisal on a regular basis. Performance appraisal is a company process to assess the performance of its employees. The purpose of the performance appraisal is to provide feedback to employees in an effort to improve their performance and increase company productivity, especially those relating to policies towards employees such as for promotion purposes, compensation, education, work discipline and training. (Meithiana, 2017, p. 55).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis that has been discussed, it can be concluded that the results of the study indicate that there is a positive and significant influence between the organizational commitment variable and the employee performance variable. The results showed that there was a positive and significant effect between the work discipline variable and the employee performance variable. The results showed that the organizational commitment variable and the work discipline variable had a significant and simultaneous effect on the employee performance variable.

The suggestion that the author gives is that PT. PLN (Persero) North Sumatra Regional Parent Unit in providing organizational commitment (bonuses/incentives) to employees, companies

must pay attention to the amount of bonuses from the company in accordance with the work of employees and always on time. These steps are expected to improve employee performance. To improve employee work, the company should continue to provide comfortable work discipline to employees. The need for comfortable work discipline to build morale and create quality employees to work well and increase company profits. And in improving employee performance, it is necessary to provide appropriate organizational commitment and comfortable work discipline that can support employee morale.

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