



THE EFFECTS OF WORK ENVIRONMENT AND WORK DISCIPLINE TOWARDS ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON WORK PRODUCTIVITY

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ABSTRACT

The results of previous studies indicate that many factors affect organizational commitment and work productivity. These factors include work discipline and work environment. Data from the Directorate General of Transmigration Regional Preparation and Settlement Development shows that employee work attendance will decline in 2020. The purpose of this study was to examine the effect of the work environment and work discipline on organizational commitment and its impact on work productivity. The results showed that the work environment and work discipline affected organizational commitment and work productivity. Organizational commitment also mediated the relationship between work productivity at the Directorate General of Transmigration Regional Preparation and Settlement Development.

KeyWords

Work Discipline, Work Environment, Organizational Commitment, Work Productivity

INTRODUCTION

The Directorate General of Transmigration Regional Preparation and Settlement Development is a government agency, which is one of the public organizations that have the task of fostering, managing, procuring facilities and infrastructure as well as implementing administrative tasks in order to improve the performance of their respective regions. Many factors affect the performance of an organization. The results of Julistia's research (2015) show that organizational commitment has a positive and significant effect on employee performance, according to which high employee organizational commitment will result in a positive increase in performance.

Work productivity (also known as performance) and organizational commitment are influenced by work discipline and work environment. Data on employee work attendance at the Directorate General of Transmigration Regional Preparation and Settlement Development shows a decline in 2020 as shown in Figure 1 below.

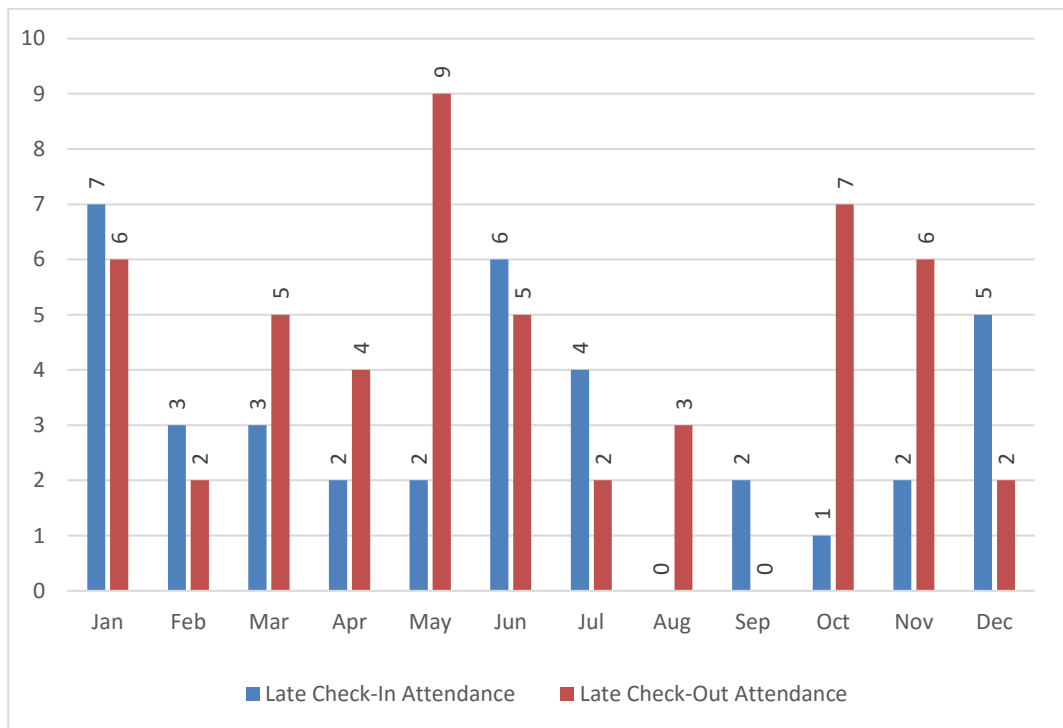


Figure 1 The presence of employees of the Directorate General of Transmigration Regional Preparation and Settlement Development in 2020

Source: Directorate General of Transmigration Regional Preparation and Settlement Development

Figure 1 shows a clear decline in work discipline of the employees of the Directorate General of Transmigration Regional Preparation and Settlement Development in 2020 from January to December.

The work environment is also one of the factors that affect organizational performance and commitment (Edy, 2011). The work environment is divided into two, namely the physical and non-physical work environment. The work environment is more focused on the physical state of the workplace. With no disturbance in the work environment, employees will be able to work well (Ferina, 2008).

Based on the background of the problem that has been stated, many factors affected organizational commitment and work productivity. The factors that affect work productivity and organizational commitment are the work environment and work discipline. This study was conducted to examine the effect of work environment and work discipline on organizational commitment and its impact on employee performance.

LITERATURE REVIEW

A. Work Environment

According to Yohana (2017), the work environment is everything that can be directly connected in the aspect of thoughts and direct actions taken by employees in the process of completing all tasks and responsibilities. The main goal is to create a work environment that is able to provide employees with convenience and able to eliminate the causes of frustration and anxiety at work. A comfortable work environment can provide good work results, making the company to be able to generate good employee

performance.

Sedarmayanti (2011) states that broadly speaking, the type of work environment is divided into two, namely the physical work environment and the non-physical work environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. Meanwhile, the non-physical work environment is all conditions that occur related to work relationships such as relationships with superiors, relationships with co-workers, or relationships with subordinates. A good work environment can support the implementation of work so that employees have the enthusiasm to work and improve their performance.

According to Sedarmayanti (2011), several factors can influence the formation of a working environment condition associated with human/employee abilities, including:

1. Lighting/light in the workplace,
2. The temperature at work,
3. Humidity in the workplace,
4. Air circulation in the workplace,
5. Noise in the workplace,
6. Mechanical vibrations in the workplace,
7. Odors in the workplace,
8. Coloring in the workplace,
9. Decorations in the workplace,
10. Music in the workplace, and
11. Safety in the workplace.

According to Feel et al. (2018) the indicators of the work environment are:

1. The character of superiors to subordinates,
2. Mutual respect between peers,
3. Good layout of the room,
4. The noise level in the work area,
5. Color of the walls in the working area, and
6. Humidity in the work area.

While Afandi (2018) states several indicators of the work environment are:

1. Workplace lighting,
2. Workplace windows,
3. Coloring,
4. Decoration,
5. Music sound,
6. Air temperature, and
7. Air humidity.

B. Work Discipline

According to Syafrina (2017), work discipline is a behavior in which employees obey all policies applied to the company both verbally and in writing and are ready to be sanctioned if they pass these rules. Meanwhile, Rahman (2018) stated that work discipline is a person's willingness to obey the rules and regulations that are applied around him.

Husain Arifudin (2018) states that work discipline is a method used by a manager to communicate with his employees so that employees want to change behavior in an effort to increase awareness and availability to increase work productivity better. Discipline in this case is highly influential on every activity that will be carried out by humans, especially for companies to achieve their maximum possible achievement.

Moekizat (2002) states that there are two types of work discipline: self-imposed discipline and command discipline. Discipline that comes from a recognized power and uses frightening means to obtain execution with desired actions are expressed through habits and certain rules. In its extreme form, the command discipline gets its implementation by using the law.

Handoko (2001), there are four forms of work discipline, namely:

1. Preventive Discipline
Preventive discipline is an activity carried out to encourage employees to follow various standards and rules so that deviations can be prevented.
2. Corrective Discipline
Corrective discipline is the activity taken to deal with violations of the rules and try to avoid further violations,
3. Hot Stove Rules
This rule essentially states that disciplinary action should have the same characteristics as the punishment received by someone for touching a hot stove.

4. Progressive Discipline

Progressive discipline is to provide more severe penalties for repeated violations. The goal is to allow employees to take corrective action before more serious penalties are carried out.

According to Hasibuan (2011), there are several factors that can affect the level of work discipline, as follows:

1. Goals and abilities

The goals to be achieved must be clear and ideally defined as well as challenging enough for the ability of employees.

2. Leadership

Leadership plays an important role in determining employee discipline since the leader is used as an example and role model by his subordinates.

3. Remuneration

Remuneration (salary and welfare) also affects employee discipline because remuneration will give employees satisfaction and affection for the company/work.

4. Fairness

Fairness contributes to the realization of employee discipline since the ego and human nature always feel important and ask to be treated the same as other humans. Good fairness will create good discipline too.

5. Attached supervision

Attached supervision is the real and most effective action in realizing the discipline of company employees. Attached supervision effectively stimulates employee discipline and morale.

6. Firmness

The firmness of the leadership in taking action will affect the discipline of company employees.

7. Sanctions

Sanctions play an important role in maintaining employee discipline. With increasingly severe sanctions, employees will be more afraid of violating company regulations, making the negative attitudes and undisciplined behavior of employees will decrease.

C. Organizational Commitment

Organizational commitment is an attempt to identify and involve oneself in the organization and there is no desire to leave it (Robbins, 2013). According to Sopiãh (2008:155), organizational commitment includes pride of members, the loyalty of members, and willingness of members to the organization. Meanwhile, Luthans (2012:249) states that organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization and its success and continuous progress. Other sources say organizational commitment is the degree to which employees identify with a particular organization, see its goals, and hope to maintain membership in the organization. While job involvement is the identification of an employee's work, organizational commitment is identifying the organization that employs employees (Robbins & Coulter, 2012:377).

From some of the expert opinions above, it can be seen that organizational commitment has an understanding as a level of loyalty owned by employees in achieving company success and prosperity. Organizational commitment describes the relationship between individuals and organizations: if individuals have high organizational commitment, then individuals will have trust and loyalty to the organization where they work.

Organizational commitment was proposed by Allen and Meyer in Mangifera & Isa (2017) with three organizational components:

1. Affective commitment

Affective commitment leads to the employee's emotional attachment to, identification with, and involvement in the organization. This means affective commitment is related to employees' emotional attachment, employee identification, and employee involvement in the organization.

2. Continuance commitment

Continuance commitment is related to an awareness of the costs associated with leaving the organization. This shows that there are considerations of profit and loss in employees related to the desire to continue working or even leave the organization.

3. Normative commitment

Normative commitment reflects a feeling of obligation to continue employment. In other words, normative commitment relates to the feeling of obligation to remain in the organization. This means employees who have high normative commitment feel that they are ought to stay in the organization.

Organizational commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values that exist within the company as well as an inner determination to serve the company.

Dyne and Graham in Priansa (2014) have identified that three factors influence organizational commitment:

1) Personal

Certain personality traits, age and years of service, gender, marital status, and work involvement.

- 2) Situational
Workplace values, organizational justice, job characteristics, and organizational support.
- 3) Positional
Years of service and level of employment.

D. Work Productivity

Work productivity is a concrete result (product) produced by individuals or groups during a certain time unit in a work process (Yuniarsih & Suwanto, 2009). Ardana et al. (2012) stated that work productivity is a comparison between the results achieved with the participation of labor per unit of time or a number of goods/services that can be produced by a person or group of people/employees within a certain period. Meanwhile, Sinungan (2014) argues that productivity is a universal concept that aims to provide more goods and services that will be used by many people, using fewer real resources.

According to Simanjuntak, quoted by Sutrisno (2011), several factors can affect employee work productivity:

- a. Training
Job training is intended to equip employees with the right skills and ways to use work equipment. For this reason, job training is needed not only as a complementary but also to provide basic knowledge.
- b. Mental and Physical State of Employees
The mental and physical state of employees is very important to be a concern for the organization since the physical and mental state of employees has a close relationship with employee work productivity.
- c. Relationship between Boss and Subordinate
The relationship between superiors and subordinates will affect the activities carried out daily. How do superiors view subordinates and to what extent subordinates are included in goal setting.

Increasing work productivity can be seen as a behavioral problem, but it can also contain technical aspects. To overcome this, it is necessary to have a proper understanding of the factors that determine the success of increasing productivity. According to Siagian, quoted by Sutrisno (2011), these factors are:

- a) Continuous Improvement
To increase work productivity, one of the implications is that all components of the organization must make continuous improvements. An organization is always faced with demands that are constantly changing, both internally and externally.
- b) Improving the Quality of Work Results
This is closely related to efforts in making continuous improvement by improving the quality of work by all people and all components of the organization. Quality is not only related to the products produced and marketed, both goods and services, but also to all types of activities carried out by all work units, both the implementation of main tasks and the implementation of supporting tasks within the organization.
- c) Human Resources Empowerment
Human Resources is the most strategic element in the organization. Therefore, empowering human resources is a very basic work ethic that must be held by a management position in the organizational hierarchy.

According to Sutrisno (2011), an indicator is needed to measure work productivity, namely as follows:

- a) Ability
Have the ability to carry out tasks. The ability of an employee is dependent on the skills they have and their professionalism at work.
- b) Spirit at work
An attempt to be better than yesterday. This indicator can be seen from the work ethic and the results achieved on a later day compared to the previous day.
- c) Self-development
Always develop yourself to improve work ability. Self-development can be done by looking at the challenges and expectations with what will be faced. The stronger the challenge, the higher urgency that self-development is needed. Likewise, the hope to be better will greatly affect the desire of employees to improve their abilities.
- d) Quality
Always trying to improve the quality better than in the past. Quality is the result of work that can show the quality of an employee's work. Improving quality aims to provide the best results which in turn will be useful for the company and employees themselves.
- e) Efficiency
Comparison between the results achieved with the overall resources used. Inputs and outputs are aspects of productivity that have a significant influence on employees.

CONCEPTUAL MODEL

Hypothesis is a temporary answer to the research problem, where the research formulation has been stated in the form of a question sentence (Sugiyono, 2014:64). The hypothetical framework proposed in this study is as shown in Figure 2 as follows:

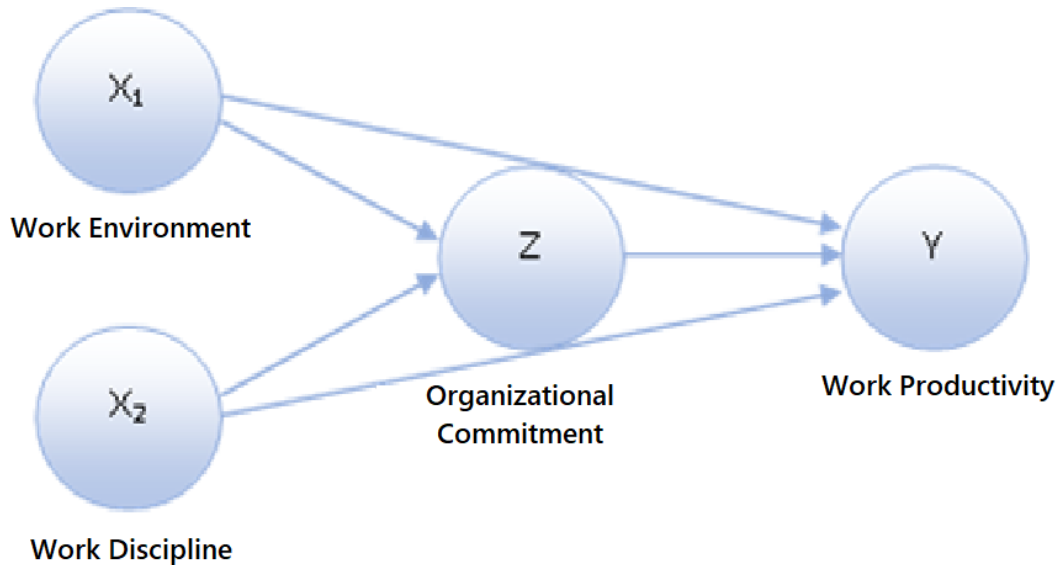


Figure 2 Conceptual Model

HYPOTHESIS DEVELOPMENT

Based on the conceptual model in Figure 2, seven hypotheses were developed as follows:

- H1: Work environment has an effect on organizational commitment.
- H2: Work discipline has an effect on organizational commitment.
- H3: Work environment has an effect on work productivity.
- H4: Work discipline has an effect on work productivity.
- H5: Organizational commitment has an effect on work productivity.
- H6: Work environment has an effect on work productivity mediated through organizational commitment.
- H7: Work discipline has an effect on work productivity mediated through organizational commitment.

METHODOLOGY

The research is using quantitative method and will be conducted for the non-civil servant employees at the Directorate General of Transmigration Regional Preparation and Settlement Development, a government agency in Jakarta, Indonesia. The population of this study is all of 13400 employees. This research will use a purposive sampling method with criteria for respondents as follows: 1. Respondent must be a non-civil servant employee at the Directorate General of Transmigration Regional Preparation and Settlement Development, 2. Respondent must at least have 6 months of work experienced. Based on Slovin sample size formula with 0.1 sampling error will have at least 100 respondents (Sugiyono, 2019).

Data collection will be done using a 5 Likert scale questionnaire. This research will be tested for validity and reliability using SPSS software, and the results will be analyzed using the same software (Sugiyono, 2019). The analysis will be done using path analysis with employed SPSS software (Pardede & Manurung, 2014).

FINDINGS AND CONCLUSION

The findings from path analysis using SPSS software showed that all the hypotheses were significant as follows:

1. Work environment has a significant effect on organizational commitment.
2. Work discipline has a significant effect on organizational commitment.
3. Work environment has a significant effect on work productivity.
4. Work discipline has a significant effect on work productivity.

5. Organizational commitment has a significant effect on work productivity.
6. Work environment has a significant effect on work productivity mediated through organizational commitment.
7. Work discipline has a significant effect on work productivity mediated through organizational commitment.

Results from path analysis using SPSS software were showed in Figure 3 as follows.

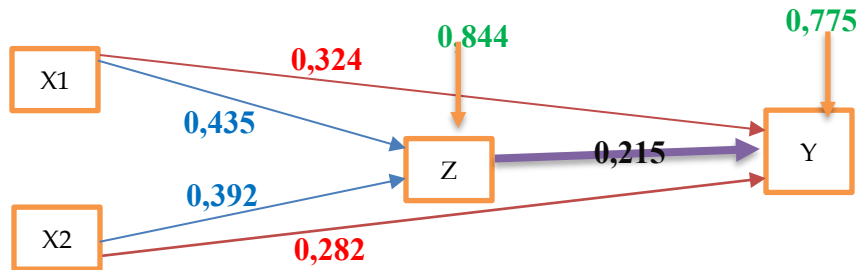


Figure 3. Results from Path Analysis.

Description:

X1 = Work Environment

X2 = Work Discipline

Z = Organization Commitment

Y = Work Productivity

The findings showed that all the hypotheses were significant, this research have 2 recommendations: 1. Recommendation for the Directorate General of Transmigration Regional Preparation and Settlement Development to keeping up the organization commitment; 2. Recommendation for future research direction as follows: Since all the variables was significant, the researchers suggest for further research to add one or two other independent and/or mediator variables.

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