

**Discipline, Workload and Commitment Organizational on
Performance Employees of
PT Tirtakenca Tatawarna Makassar**

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Abstract

This study aims to determine how much influence the quality of Discipline, Workload and Organizational Commitment on Employee Performance at PT Tirtakencana Tatawarna Makassar Branch. The analytical method used in this study is the method of observation, interviews, questionnaires, and documentation as well as the method of determining the sample using a total sample and obtained 60 respondents. The analysis method used is Multiple Linear Analysis. The independent variables Discipline, Workload and Organizational Commitment simultaneously affect employee performance, this is evidenced by the *f*-count value of 20,469 which is greater than the *f*-table of 2.77 and the significance value of 0.000 is less than 0.05, so it can be concluded that all the independent variables simultaneously and significantly influence the dependent variable. That is, there is an influence of Discipline, Workload and Organizational Commitment simultaneously on employee performance. The results of the determinant test show that the value of *R*² is 0.594 which means that the amount of discipline, workload and organizational commitment to employee performance is 59.4% and the remaining 40.6% is influenced by other variables.

Keywords: *Discipline, Workload, Organizational Commitment, Employee Performance.*

1. Introduction

Human resources as workforce are one of the elements of the organization and have an important role in organizational activities both individually and in groups, humans as one of the company's assets are the main movers of the course of production and services, therefore the quality and quantity of human resources which is very necessary for a company. Therefore, human resources must be managed in such a way that they are efficient and successful in achieving the mission and goals of the organization.

According to Hasibuan (Hasibuan et al., 2021) HRM is part of management. Therefore, general management theories form the basis of the discussion. HRM focuses more on discussing the regulation of human roles in realizing optimal goals. This regulation includes planning issues (human resources planning), organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and terminating workers to help realize company, employee and community goals. It is clear that HRM regulates the human workforce in such a way as to achieve company goals, employee satisfaction, and society.

Humans always play an active and dominant role in every organizational activity, because humans become planners, actors, and determinants of the realization of organizational goals. Goals are impossible to achieve without the active role of employees even though the company's tools are so sophisticated. Sophisticated tools owned by the company are of no benefit to the company, if the active role of employees is not included. Managing employees is difficult and complex, because they have heterogeneous thoughts, feelings, statuses, desires, and backgrounds that are brought into the organization. Employees cannot be fully regulated and controlled like managing machines, capital, or buildings, Hasibuan (Hasibuan et al., 2021)

HRM is a field of management that specifically studies human relations and roles in corporate organizations. The HR element is a human being who is a workforce in the company. Therefore, the focus studied by HRM is only on issues related to human labour. (Febriansah, 2018).

Work discipline is one aspect that can be used as an indicator to assess employee performance. Employees who successfully apply discipline in carrying out their work will be able to improve their

performance. Work discipline is an attitude of respect, respect, obedience and adherence to the rules that have been set both in writing and verbally and the ability to implement them and not to avoid receiving sanctions if you violate the rules set by the company.

According to (Silitonga & SE, 2020) reveals that discipline is every individual and also a group that guarantees obedience to orders and takes the initiative to take an action that is needed if there is no order.

Based on the results of observations of researchers at the time of observation Because researchers as well employee at PT Tirtakencana Tatawarna Makassar Branch found the phenomenon of poor work discipline from employees.

Indiscipline at work can damage company activities, for example employees in an office are often late, thus disrupting work activities that should be carried out collectively by all employees. Some examples of irregularities such as lateness to work, absenteeism, work irregularities, work negligence, and others should have been resolved properly if the level of employee discipline was good enough.

In addition to work discipline, another factor that can affect employee performance is workload. Workload is important for the company. By providing an effective workload, the company can find out how far its employees can be given the maximum workload and its effect on the company's performance itself.

According to (Mahawati et al., 2021) , workload can be defined as a difference between the capacity or ability of workers and the demands of work that must be faced. Given that human work is both mental and physical, each has a different level of loading.

Based on the results of researchers' observations for about two months in terms of workload, workers have a stable and balanced workload for each employee, this workload is divided fairly which supports researchers in conducting research. (Mahawati et al., 2021) states that the positive and negative workload is a matter of perception. Perception is defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. perception of workload related to role and job attribute factors. This is because the perception of workload is closely related to a job, where the individual gives an assessment of a number of task demands or activities that require mental and physical activity that he must complete in a certain time, whether it has a positive or negative impact on his work. This relates to the emergence of individual organizational commitment where work is a factor of organizational commitment.

The success of an organization's performance is influenced by the actions and roles of human resource management so that the organization can manage and educate its employees so that they have a high degree of commitment to the organization. Research on organizational commitment is important in facing competition in an increasingly developing industrial world because high organizational commitment will encourage increased individual and group performance, which in turn will increase the effectiveness of the company as a whole.

According to (Adil et al., 2018) organizational commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving organizational goals. Employee loyalty is reflected through the willingness and willingness of employees to always try to be part of the organization, as well as their strong desire to stay in the organization.

The problem of organizational commitment concerning the existence of a good family relationship between employees and the company looks very good based on the results of pre-observation, the researcher interviewed one of the employees where he has worked at Witel Sulselbar for a period of 15 years, the length of time the employee has worked for this company proves that the organizational commitment of the employees is very high. Good.

Employees with high commitment will try their best for the benefit of the organization, have a strong belief in the organization and have the desire to remain members of the organization in the long term.

However, some employees choose to stay in the organization because of several things, namely the awareness that a less high level of education is one of the reasons for staying, because it is not certain to get another job that is better than now with the level of education they have. Employees are also afraid of what will happen later if they leave their jobs because they may not necessarily get a higher salary than now with their work abilities.

Some of the reasons above are in accordance with the opinion of Meyer, Allen, and Smith in Sopiah (2008: 157) which states that employees stay in the organization because they are emotionally attached to the organization, need a salary and no other job alternatives are available and there is an awareness that commitment is something which must be done

Established in 2001, PT Tirtakencana Tatawarna is engaged in the sale and distribution of Architectural Solutions and Trading Goods materials through both traditional and modern trade channels throughout Indonesia. Our commitment is based on customer satisfaction through service quality improvement. To make it happen, we build a strong and wide distribution network. In 2022, a total of 107 distribution centers will operate from Sabang to Merauke. The wide distribution network can be seen from the number of distribution centers which continues to grow every year. This aims to expand the reach of the distribution area, so that we can meet consumer demand in the shortest possible time.

Being a distribution company with a wide area coverage certainly has its own challenges. For this reason, PT Tirtakencana Tatawarna implements an integrated information technology system, through a centralized database server that has been prepared to provide data in real time to all relevant departments within the organization. In today's connected world, the role of integrated information technology systems is becoming increasingly important to support the mobility of a distribution company, while making decisions faster and more accurate.

Based on the problems that have been formulated previously, the authors are interested in raising this title to conduct further research, namely: "The Influence of Discipline, Workload and Organizational Commitment on Employee Performance at PT Tirtakencana Tatawarna Makassar Branch."

2. The Effesience of Theories

a. Definition of Discipline

According to Hasibuan (Hasibuan et al., 2021) that discipline is one's awareness and willingness to comply with all applicable company regulations and social norms. Discipline must be upheld in a company organization. Without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to the success of a company in achieving its goals.

According to Davis in Prihantoro (Prihantoro, 2015) Discipline is a management action to give enthusiasm to the implementation of organizational standards, this is training that leads to efforts to justify and involves knowledge of employee attitudes and behavior so that there is a will in employees to lead to cooperation and achievement better.

Meanwhile, according to Fahmi (2016: 75) that discipline is the level of obedience and obedience to applicable rules and is willing to accept sanctions or punishments if it violates the rules set out in the discipline. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus if the rules and regulations that exist in the company are ignored, or are often violated, then the employee has poor work discipline. Conversely, if employees comply with the company's provisions, it indicates a good condition of discipline.

a. Types of Discipline

There are generally 2 types of discipline, namely preventive discipline and corrective discipline

- 1) Preventive discipline
- 2) Corrective Discipline

b. Discipline Function

According to Tulus Tu'u in Hartatik (Hartati, 2020) which suggests several functions of Discipline, namely:

- 1) Organizing Life Together
- 2) Personality Building
- 3) Personality Coaching
- 4) Punishment
- 5) Creating a Conductive Environment

c. Discipline Indicator

Hasibuan (Hasibuan et al., 2021) indicators that affect the level of employee discipline in an organization, including the following:

- 1) Goals and Capabilities
- 2) Leadership Example
- 3) Remuneration
- 4) Justice
- 5) Supervision attached
- 6) Punishment
- 7) Firmness

8) Human Relations

b. Definition of Workload

MENPAN Number: KEP/75/M.PAN/7/2004 Defines workload as a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. PERMENDAGRI Number 12 of 2008 Article 1 paragraph 5 states that workload is the amount of work that must be borne by a position/organizational unit and is the product of work volume and time norm.

Workload is a set or number of tasks given by the leadership to an employee that must be completed by an organizational unit or position holder within a certain period of time. Analyzing workload is a process in determining the amount of human resources working, used in completing a job for a certain period of time. The following is the definition of workload from several experts:

According to Hart and Staveland in (Mahawati et al., 2021) suggest that workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers.

Meanwhile, according to (Mahawati et al., 2021) workload can be in the form of physical and mental loads. Physical load can be seen from how much employees use their physical strength, for example sewing, carrying, lifting and pushing, while mental workload can be seen from how much mental activity is needed to remember the things needed, concentrate, detect problems, overcome events, unpredictable and make decisions quickly related to work.

According to (Munandar et al., 2022) Workload is a situation where employees are faced with tasks that must be completed at a certain time, workload is sometimes defined operationally on factors such as task demands or efforts made to do the job.

a. Factors Affecting Workload

1) External Factors

External factors that affect workload are loads that come from outside the employee's body. Including external workloads are:

- a) The tasks performed are physical in nature such as workload, work stations, work tools and facilities, working conditions or fields, work aids, and others.
- b) Organization consisting of length of working time, rest time, shift work, and others.
- c) Work environment which includes temperature, lighting intensity, dust, employee relations with employees, and so on

2) Internal factors

Internal factors that affect workload are factors that come from within the body itself as a result of reactions from external workloads. The body's reaction is known as a strain, desire, satisfaction, and other subjective judgments. In brief, internal factors include:

- a) Somatic factors include gender, age, body size, health condition, nutritional status.
- b) Psychological factors consist of motivation, perception, belief, desire.

b. Workload Indicator

Furthermore, according to Tarwaka (2015: 105), explains that the three main factors that determine workload are as follows:

1) Task demands factor

The argument related to this factor is that workload can be determined from an analysis of the tasks performed by workers. However, individual differences must always be taken into account.

- 2) Effort or effort
- 3) Performance

c. Definition of Organizational Commitment

Mathis and Jackson in Sopiah (2008: 155) define organizational commitment as the degree to which employees believe and want to accept organizational goals and will stay or will not leave the organization.

a. Impact of Organizational Commitment

The impact of organizational commitment according to Sopiah in Priansa (2016: 236) can be viewed from two angles, namely:

- 1) Viewed from an Organizational Point of View
- 2) From an Employee's Point of View

High employee commitment will have an impact on improving the employee's career.

b. Factors Influencing Organizational Commitment

Factors Affecting organizational commitment according to McShane and Glinow in Priansa (2016: 245)

- 1) Fairness and Job Satisfaction
- 2) Job Security
- 3) Organizational Understanding
- 4) Employee Engagement
- 5) Employee Trust

c. Organizational Commitment Indicator

According to Lincoln and Bashaw in Sopiha (2008; 156) organizational commitment has three indicators, namely:

- 1) Employee will
Where there is a desire of employees to try to achieve the interests of the organization
- 2) Employee loyalty
Which employees wish to maintain their membership to continue to be a part of the organization
- 3) Employee pride
It is characterized by employees feeling proud to be part of the organization they participate in and feel that the organization has become a part of their life.

d. **Definition of Performance**

According to Rivai and Sagala in Priansa (2016: 269) states that performance is real behavior displayed by everyone as work performance produced by employees according to their role in the organization.

Meanwhile, according to Simanjuntak in Widodo (2015: 76) performance is the level of achievement of results and implementation of certain tasks. Simanjuntak also defines individual performance as the level of attainment or work results of a person from the goals to be achieved or the tasks to be carried out within a certain period of time in accordance with the responsibilities given to him.

a. Factors Affecting Performance

According to Tangkilisan (2005: 180), the performance of an organization is influenced by the following factors:

- 1) Management policy, in the form of vision and mission of the organization
- 2) Human resources, which relate to the quality of employees to work and work optimally
- 3) Management information system, which relates to database management for use in enhancing organizational performance.
- 4) Owned facilities and infrastructure, which relate to the use of technology for organizing the organization in every organizational activity.

b. Performance Measurement

According to Mondy in Priansa (2016: 271) setting performance measurements is as follows:

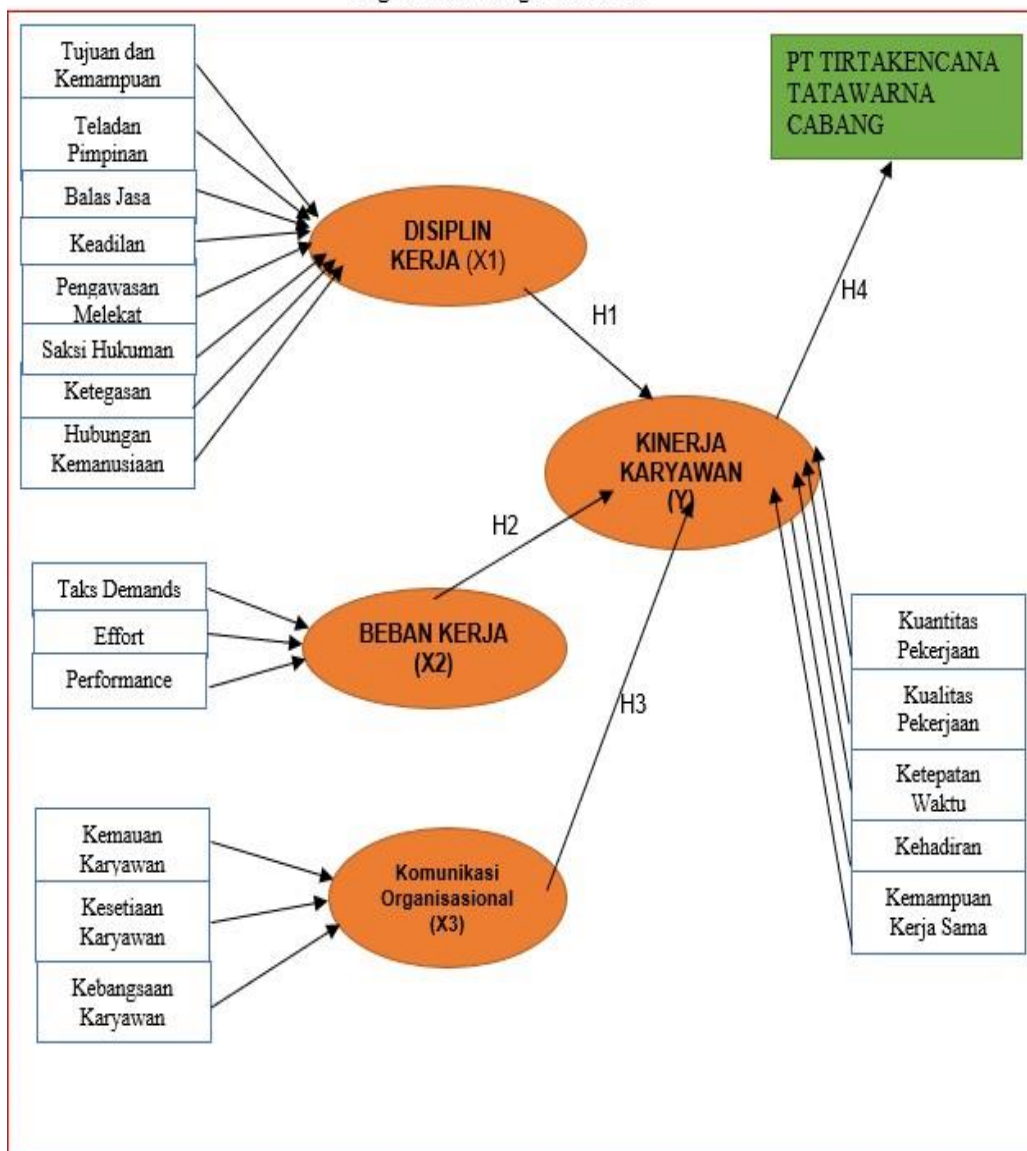
- 1) Quantity of work
Related to the volume of work and work productivity produced by employees in a certain period of time.
- 2) Quality of work (Quality of work)
Related to consideration of accuracy, precision, neatness, and completeness in handling existing tasks within the organization.
- 3) Independence (Dependability)
With regard to considering the degree of ability of employees to work and carry out tasks independently by minimizing the help of others. Independence also describes the depth of commitment possessed by employees.
- 4) Initiative
With regard to considerations of independence, flexibility of thinking, and willingness to accept responsibility.
- 5) Adaptability
Adaptation is concerned with the ability to adapt, considering the ability to react to changing needs and conditions.
- 6) Cooperation
Relates to consideration of the ability to cooperate, and with others. Do assignments, cover overtime wholeheartedly

c. Performance Indicator

According to Wilson (2012: 234) a job can be measured through 5 indicators, namely:

- 1) Work quantity.
This shows the amount of work produced by individuals or groups as a standard requirement for work. Doing work in accordance with the output target that must be produced per person per hour of work
- 2) Quality of work
Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job
- 3) Punctuality
Each job has different characteristics, for certain types of work it must be completed precisely. Complete the work according to predetermined deadlines.
- 4) Presence
A certain type of work requires the presence of employees in doing it according to the specified time. Come on time and do the job according to predetermined working hours.
- 5) Cooperation ability
Not all work can be completed by just one employee, for certain types of work it may have to be completed by two or more employees. Employee performance can be judged by their ability to cooperate with other co-workers

Figure 2 Thinking Framework



3. Research Methodology

The sample in this study were customers who came to make purchase transactions with a total of 60 people. Sampling is using the technique (accidental sampling). This type of research is included in the category of causal associative research using a quantitative approach. This research is research that aims to determine the effect of two or more variables. A quantitative approach is used because the data used to analyze the influence between variables is expressed by numbers or a numerical scale. This study explains the influence of the variables studied, namely Discipline, Workload and Organizational Commitment on Employee Performance at PT Tirtakencana Tatawarna Makassar Branch. The data analysis technique used in this study is multiple linear regression analysis processed using SPSS.

4. Results and Discussion

a. Data Description

The research that the authors conducted was a study that wanted to know Discipline, Workload and Organizational Commitment to Employee Performance at PT Tirtakencana Tatawarna Makassar Branch. The research instrument that the author uses is to distribute questionnaires to employees of PT Tirtakencana Tatawarna Makassar Branch as a sample that is used as a respondent in this study. The data used in this study is in the form of quantitative data from questionnaire results from product quality and price variables and customer satisfaction. The data was obtained from the results of respondents' answers to the questionnaire which was distributed to employees of PT Tirtakencana Tatawarna Makassar Branch. The number of respondents that the author uses is 60 employees of PT Tirtakencana Tatawarna Makassar Branch. The identity of the customer who became the author's respondent in this study is as follows:

1. Data Based on Gender

Table 1. Respondents by Gender

| Gender | Amount | Percentage |
|---------------|---------------|-------------------|
| Woman | 8 | 13% |
| Man | 52 | 87% |
| Total | 60 | 100% |

Based on table 1 the data obtained regarding the gender of male and female customers shows that the male respondents were 52 people by 87% and the female respondents were 8 people by 13%. From the data obtained, it can be seen that male respondents are more dominant than female respondents.

2. Data Based on Age

Table 2. Respondents by Age

| Age | Amount | Percentage |
|------------------|---------------|-------------------|
| < 20 Years | 5 | 8% |
| 21 - 30 Years | 27 | 45% |
| 31 - 40 Years | 22 | 37% |
| > 41 | 6 | 10 % |
| Total | 60 | 100 % |

Based on table 2, the data obtained regarding the age of the customer shows that the

respondents aged <20 years were 5 people by 8%, the respondents aged 21-30 years were 27 people by 45%, the respondents aged 31-40 years were 22 people by 37%, and those aged > 41 years is 6 people by 10%.

3. Validity test

This validity test can be done by comparing the r_{count} value and the r_{table} value. By using an error level of 0.05 (5%), with a *degree of freedom* (df) = (n-2) and alpha = 0.05, therefore if:

$r_{\text{count}} > r_{\text{table}}$ = declared valid

$r_{\text{count}} < r_{\text{table}}$ = declared invalid

Table 3. Validity Test Results

| <u>Variable</u> | <u>Indicator</u> | <u>r_count</u> | <u>r_table</u> | <u>Information</u> |
|-----------------|------------------|----------------|----------------|--------------------|
| X1 | X1.1 | 0931 | 0.254 | Valid |
| | X1.2 | 0891 | 0.254 | Valid |
| | X1.3 | 0.895 | 0.254 | Valid |
| | X1.4 | 0.915 | 0.254 | Valid |
| | X1.5 | 0.871 | 0.254 | Valid |
| | X1.6 | 0.816 | 0.254 | Valid |
| | X1.7 | 0.872 | 0.254 | Valid |
| | X1.8 | 0.938 | 0.254 | Valid |
| X2 | X2.1 | 0.928 | 0.254 | Valid |
| | X2.2 | 0.888 | 0.254 | Valid |
| | X2.3 | 0.919 | 0.254 | Valid |
| X3 | X3.1 | 0.973 | 0.254 | Valid |
| | X3.2 | 0.909 | 0.254 | Valid |
| | X3.3 | 0.858 | 0.254 | Valid |
| Y | Y1.1 | 0913 | 0.254 | Valid |
| | Y1.2 | 0.833 | 0.254 | Valid |
| | Y1.3 | 0.874 | 0.254 | Valid |
| | Y1.4 | 0.783 | 0.254 | Valid |
| | Y1.5 | 0.923 | 0.254 | Valid |

Observations on r_{table} obtained the value of the sample (N) = 60 - 2 = 58 of 0.254. Referring to the results of the validity test, it was found that all independent variable instruments starting from Discipline (X1), Workload (X2), and Organizational Commitment (X3), all produced r_{count} values > than r_{table} values. In addition, the dependent variable Employee Performance (Y) also produces a value of r_{count} > than r_{Table} . So it can be concluded that all instruments in this study can be said to be valid.

4. Reliability Test

The decision making of this reliability test if Cronbach alpha > 0.60 = Declared reliable

Cronbach alpha < 0.60 = Not reliable

Table 4. Reliability Test Results

| Variable | Cronbach's Alpha Value (α) | Information |
|---------------------------|-------------------------------------|--------------------------|
| Discipline | 0.961 | Reliable $\alpha > 0.60$ |
| Workload | 0.896 | |
| Organizational Commitment | 0.897 | |
| Performance | 0.904 | |

Table 8 shows that the value of α (alpha) for each variable is greater than the reliability value(0.60). Thus it can be concluded that all statement items in the questionnaire can be trusted.

5. Multiple Linear Regression Analysis

Table 5. Multiple Linear Analysis Results

| Model | Coefficients ^a | | | t | Sig. |
|--------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | |
| | B | std. Error | Betas | | |
| (Constant) | 1.126 | .365 | | 3,082 | .003 |
| 1 Discipline (X1) | .075 | .080 | .097 | .938 | .352 |
| Workload (X2) | .238 | .080 | .303 | 2,964 | .004 |
| Organizational Commitment (X3) | .387 | .085 | .467 | 4,550 | .000 |

a. Dependent Variable: Performance (Y)

Based on the Multiple Linear Analysis Test above using the SPSS statistics 22 application, the results obtained are as follows:

$$Y = 1.126 + 0.075 X_1 + 0.238 X_2 + 0.387 X_3 + e$$

which can be explained as follows:

- A constant coefficient of 1,126 means that if there are no Discipline, Workload, and Organizational Commitment variables, then Employee Performance will be 1,126 points.
- The regression coefficient of the Discipline variable is 0.075 with a positive direction, meaning that for every increase in Discipline by 1 point and other variables are constant, employee performance will increase by 0.075 points.
- Workload variable is 0.238 with a positive direction, meaning that for every increase in Workload by 1 point and other variables are constant, employee performance will increase by 0.238 points.
- organizational commitment variable is 0.387 with a positive direction, meaning that for every increase in organizational commitment by 1 point and other variables are constant, employee performance will increase by 0.387 points.

6. Hypothesis testing

1. Partial Test (t test)

In this study, a 2-way test was used with a significance level of 5% (0.05) with 67 respondents and the number of variables, namely $df = n - k - 1 = 60 - 3 - 1 = 56$. Based on the t table, the value is determined, namely 2.003 which the author will compare with the table of partial test results below:

Table 6. Test Results t

| Coefficients ^a | |
|---------------------------|--|
|---------------------------|--|

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | std. Error | Betas | | |
| (Constant) | 1.126 | .365 | | 3,082 | .003 |
| Discipline (X1) | .075 | .080 | .097 | .938 | .352 |
| 1 Workload (X2) | .238 | .080 | .303 | 2,964 | .004 |
| Organizational Commitment (X3) | .387 | .085 | .467 | 4,550 | .000 |

a. Dependent Variable: Performance (Y)

Based on Table 10 above, it can be seen the relationship of each variable partially to employee performance with the following conditions:

If $t_{count} > t_{table}$ then H_0 is rejected and H_a is accepted.

If $t_{count} < t_{table}$ then H_0 is accepted and H_a is rejected.

If $sig > 0.05$ then it is not significant

If $sig < 0.05$ then it is significant.

Then it can be explained as follows:

- a. The influence of discipline has no partial and insignificant effect on employee performance, it can be seen from the value of $t_{count} < t_{table}$, namely $0.938 < 2.003$ and $sig > 0.05$, namely $0.352 > 0.05$, then H_0 is accepted and H_a is rejected which can be concluded that the product has no partial effect and is not significant on employee performance.
- b. The effect of workload has a partial and significant effect on employee performance, it can be seen from the $t_{count} > t_{table}$, namely $2,964 > 2.003$ and $sig < 0.05$, namely $0.004 < 0.05$, then H_0 is rejected and H_a is accepted which can be it can be concluded that workload has a partial and significant effect on employee performance.
- c. The effect of organizational commitment has a partial and significant effect on employee performance, it can be seen from the $t_{count} > t_{table}$, namely $4,550 > 2.003$ and $sig < 0.05$, ie 0.000 < 0.05 then H_0 is rejected and H_a is accepted which can be concluded that organizational commitment has a partial and significant effect on employee performance.

2. Simultaneous Test (Test F)

To be able to determine the simultaneous test, the value of the f_{table} must be determined first, which shows that the independent variables are 3 and the number of respondents is 60, so $(3: 60 - 3)(3: 57)$ based on the f_{table} distribution, it is 2.77 Then to be able to determine f_{count} , it can be done using the ANOVA table that has been processed in SPSS Statistics 22 as follows:

Table 7. F Test Results

| ANOVA ^a | | | | | |
|--------------------|----------------|----|------------|--------|-------|
| Model | Sum of Squares | df | MeanSquare | F | Sig. |
| Regression | 16.154 | 3 | 5,385 | 20,469 | .000b |
| 1 residual | 16,573 | 63 | .263 | | |
| Total | 32,727 | 66 | | | |

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Organizational Commitment (X3), Workload (X2), Discipline (X1)

Based on table 11 above, it can be seen that the relationship between all independent variables on the dependent variable can be determined based on the following conditions:

If $f_{count} > f_{table}$ then H_0 is rejected and H_a is accepted.

If $f_{count} < f_{table}$ then H_0 is accepted and H_a is rejected.

If $sig > 0.05$ then it is not significant

If $sig < 0.05$ then it is significant.

So the f_{count} value is 20,469 which is greater than the f_{table} which is 2.77 and the significance

value of 0.000 is less than 0.05, it can be concluded that all the independent variables have a simultaneous and significant effect on the dependent variable.

3. Coefficient of Determination (R2)

The determination test is carried out to find out how much influence the variables of discipline, workload, and organizational commitment have on employee performance which can be seen based on the following table:

Table 8. R Test Results ²

| Summary models | | | | |
|----------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | std. Error of the Estimate |
| 1 | .703 ^a | .594 | .469 | .51290 |

a. Predictors: (Constant), Commitment Organizational (X3), Workload (X2), Discipline (X1)

Based on table 12 above so is known mark from R2 is 0.594 or 59.4% which means that variable discipline , burden work and commitment organizational influential to performance employees and 40.6% influenced by variables other .

b. Discussion

Study This aim For know influence discipline , burden work and commitment organizational to performance employees at PT Tirtakencana Tatawarna Makassar Layout. then deep study This obtained with spread questionnaire to respondents and collecting back . Writer do testing data analysis with using the SPSS *Statistics* 22 program.

1. Influence Discipline on employee performance there is PT Tirtakencana Tatawarna Makassar Branch Layout

Influence discipline No influential in a manner partial or not significant to performance employees of PT Tirta Kencana Tatawarna Makassar Branch , matter That can is known from mark $t_{count} < t_{table}$ i.e. $0.938 < 2.003$ and $sig > 0.05$, i.e. $0.352 > 0.05$. then H_0 is accepted and H_a is rejected which can be concluded that product No influential in a manner partial or not significant to performance employee , Magnitude influence discipline to performance employee by 9.7%. %. According to Hasibuan (2016:193) discipline is awareness and readiness somebody obey all regulation company and norms prevailing social

Observation results writer in matter discipline on employees of PT Tirta Kencana The Makassar branch color layout proves that level discipline employee Still counted low , p This compared straight with results stated research influence discipline No influential significant to performance employee . Research results This own equality with study previously done by Aulia Nelizulfa (2018) with title influence motivation , discipline work , environment work and compensation to performance employees (study case at Pt. Water Fountain Karanganyar). Research results the showing that discipline Work No influential to performance employee .

2. Effect of Workload on employee performance there is PT Tirtakencana Tatawarna Makassar Branch Layout

Influence burden Work influential in a manner partial and significant to performance employees of PT Tirtakencana Tatawarna Makassar Branch Layout, p That can is known from mark $t_{count} > t_{table}$ that is $2.964 > 2.003$ and $sig < 0.05$, i.e. $0.004 < 0.05$ then H_0 is rejected and H_a is accepted which can be concluded that burden Work influential in a manner partial and significant to performance employee .The magnitude influence burden Work to performance employee by 30.3%. According to Hart and Staveland in Tarwaka (2015:106) suggests that burden Work is something popped up from interaction between demands tasks , environment Work Where used as place work , skills , behavior and perceptions from worker . Observation results writer in matter burden work for employees of PT Tirtakencana The Makassar branch color layout proves that burden Work employees are very balanced No *overload* nor *underload* , p This compared straight with results stated research burden Work influential significant to performance employee . Research results This own equality with study previously carried out by Fazrur Rahman (2021) with title Influence

Discipline Work , Workload , Environment Work And Leadership Style On Employee Performance At Pt.Smart Tbk . Padang Halaban . which one results study the prove that burden Work own significant influence to performance employee .

3. Influence Commitment Organizational on employee performance there is PT Tirtakencana Tatawarna Makassar Branch Layout

Influence commitment organization influential in a manner partial and significant to performance employees of PT Tirtakencana Makassar Branch Color Layout, p That can is known from mark $t_{count} > t_{table}$ that is $4,550 > 2.003$ and $sig < 0.05$, i.e. $0.000 < 0.05$ then H_0 is rejected and H_a is accepted which can be concluded that commitment organization influential in a manner partial and significant to performance employee . Influence commitment organizational to performance employee by 46.7%. According to Yuk in Priansa (2016: 233) states commitment organizational is agreement employee to decision or request organization and doing serious endeavor For operate request or application decision the in accordance with interest organization . Observation results writer in matter commitment organizational structure for employees of PT Tirtakencana The Makassar branch color layout proves that level commitment organizational employee counted high , p This compared straight with results stated research influence commitment organizational influential significant to performance employee . Research results This own equality with study previously carried out by Agung Mahendra Pratama(2018) influence discipline work , commitment organization and environment Work to performance civil servants (studies at Kanreg 1 BKN Yogyakarta) . Which where results study the prove that commitment organizational own significant influence to performance employee.

5. Conclusion

From the description and discussion in the chapters before , conclusion from study it is based on results data analysis that has been done and connected with problem research that has formulated from various discussion discussed before , then can be concluded as following :

1. Influence Discipline on employee performance there is PT TirtakencanaMakassar Branch Color Layout

Influence discipline No influential in a manner partial or not significant to performance employees of PT Tirtakencana Tatacolor Makassar Branch , matter That can is known from mark $t_{count} < t_{table}$ i.e. $0.938 < 2.003$ and $sig > 0.05$, namely $0.352 > 0.05$. then H_0 is accepted and H_a is rejected as well as coefficient regression have mark positive of 0.080. So that can concluded that product No influential in a manner partial or not significant to performance employee .

2. Effect of Workload on employee performance there is PT Tirtakencana MakassarBranch Color Layout

Influence burden Work influential in a manner partial and significant to performance employees of PT Tirtakencana Tatacolor Makassar Branch , matter That can is known from mark $t_{count} > t_{table}$ that is $2.964 > 2.003$ and $sig < 0.05$, i.e. $0.004 < 0.05$ then H_0 is rejected and H_a is accepted as well as coefficient regression have mark positive of 0.080. So that can concluded that burden Work influential in a manner partial and significant to performance employee .

3. Influence Commitment Organizational on employee performance there is PT Tirtakencana Makassar Branch Color Layout

Influence commitment organization influential in a manner partial and significant to performance employees of PT Tirtakencana Makassar Branch ColorLayout, p That can is known from mark $t_{count} > t_{table}$ that is $4,550 > 2.003$ and $sig < 0.05$, i.e. $0.000 < 0.05$ then H_0 is rejected and H_a is accepted as well as coefficient regression have mark positive of 0.085. So that can concluded that commitment organization influential in a manner partial and significant to performance employee .

4. Influence Discipline , Workload and Commitment Organization on employee performance there is PT Tirtakencana Makassar Branch Color Layout

independent variables are Discipline , Workload and Commitment Organizational in a manner

together influential on employee performance matter That proven with mark f_{count} is 20,469 which one more big from f_{table} that is 2.77 and value significance of 0.000 more small of 0.05, then from That can said that all influential independent variables in a manner simultaneous and significant to dependent variable . So that hypothesis second accepted so can concluded there is influence discipline , burden work and commitment organizational in a manner simultaneous to performance employee.

6. Suggestion

1. For Further Researchers

As a reference material that can be used as a comparison material in conducting future research, especially research related to Discipline, Workload and Organizational Commitment to Employee Performance .

2. For Writers

Adding knowledge and as a means of applying knowledge obtained in lectures in the field of marketing, specifically product quality and price on employee satisfaction at PT Tirtakencana Tatawarna Makassar Branch.

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