

The Influence of Work Discipline, Work Motivation, and Organizational Commitment on the Performance Of Employees of the DKI Jakarta Provincial Education Office

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Abstrak

This study aims to analyze the effect of work discipline, work motivation, and organizational commitment on the performance of DKI Jakarta Provincial Education Office employees. The method of analysis in this study is descriptive analysis and inferential analysis. Data analysis through several tests, namely the research instrument test, classical assumption test, model feasibility test (F test), multiple linear analysis, and hypothesis testing (t-test). The population in this study were permanent employees of the DKI Jakarta Provincial Education Office with a total of 150 employees, the number of samples in this study was 109 employees with data collection techniques through questionnaires. The results of the regression analysis in this study indicate that there is a positive and significant effect of work discipline, work motivation, and work commitment on the performance of DKI Jakarta Provincial Education Office employees. The contribution of work discipline, work motivation, and organizational commitment affected the performance of DKI Jakarta Provincial Education Office employees, namely 0.638 or 63.8%, while the remaining 36.2% was explained by other variable factors that were not included in this study.

Keywords: Work Discipline, Work Motivation, Organizational Commitment, Employee Performance

INTRODUCTION

The era of globalization is defined as an era of rapid change in the global environment. At this time the impact on human life in all walks of life is enormous. Increasingly fierce competition in all areas of life, especially in the business world, forces companies to keep up with the changes that occur. At this point, of course, the company needs a variety of effective strategies to advance its company. The progress of a company can be seen from its human resources. In other words, human resources play a very important role in the development of a company.

Ardana, Mujiati, & Sriathi (2012) stated that "Human resources are valuable and beneficial assets for the company because the success or failure in the course of the

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company is determined by the human element". Human resources are an important aspect of a company. Of course, the human resources (employees) needed by the company must have a superior quality that meets the qualifications needed by the company. The quality possessed by every human resource is an indispensable potential to support the company's operations in carrying out its daily activities and achieving its goals (Frimayasa & Lawu, 2020).

The achievement of a company's goals to meet targets is certainly related to the role of human resources in it. Human resources (employees) needed by the company are those who have good performance. Kasmir (2016) said, "Performance is the result of work and work behavior achieved from the responsibilities carried out in a certain period". Employees who have good performance can be seen from the results of the work they complete by the employee performance targets (SKP) that have been set by the company.

One of the challenges of a company is how to improve the performance of its employees. Performance is influenced by several factors, namely: (1) Leadership, (2) Work Environment, (3) Leadership Style, (4) Work Motivation, (5) Personality, (6) Ability and Expertise, (7) Work Design, (8) Commitment, (9) Job Satisfaction, (10) Knowledge, (11) Loyalty, (12) Organizational Culture, (13) Work Discipline (Kasmir, 2016).

Employee performance is trying to be improved, including by affirming the attitude of Work Discipline. A company to achieve its goals certainly requires employees who have a high work discipline attitude. Work discipline is an attitude that is carried out consciously to comply with the rules, norms, and policies made by the company. According to Sutrisno (2016) "Discipline is a person's behavior by regulations, existing work procedures or discipline is attitudes, behaviors, and actions that are by the regulations of the organization both written and unwritten".

An employee who has a work discipline attitude certainly has a high responsibility for their work, they tend to complete their work effectively and efficiently. So, the company needs to have employees who have a high attitude of work discipline. Conversely, if employees do not have a work discipline attitude, the company will find it difficult to achieve its goals.

In addition to work discipline, other factors are thought to affect employee performance, namely work motivation. Work motivation is a factor or thing that encourages someone to do or do certain activities, therefore motivation is often referred to as a driving factor for one's behavior (Sutrisno, 2016).

Employees who have high work motivation tend to do their work with all their strength trying to give their best so that the tasks completed produce maximum results. This work motivation is an employee's encouragement to carry out activities consciously. Employees who have high work motivation will improve performance, in addition to work motivation factors, organizational commitment is thought to also affect employee performance.

Every human being is required to have a high commitment, a commitment that must be obeyed while working in a company Umam (2010). Organizational commitment

means strong employee loyalty to the organization/institution, so it does not think at all to leave the institution whatever the circumstances. The level of sincerity of an employee can be seen from his commitment to carry out his duties and functions in a company. If employees have a minimal commitment to their work, the performance that will automatically be shown is very low (Indah and Puspari, 2021).

Research related to the influence of work discipline, work motivation, and organizational commitment on employee performance has been widely researched before. Based on research conducted by Ipan Hilmawan (2020) entitled "The Influence of Work Discipline, Organizational Commitment and Teamwork on Employee Performance at the Serang Regency Ministry of Religious Affairs". The results of the study stated that work discipline and organizational commitment had a positive and significant influence on employee performance at the Serang Regency Ministry of Religious Affairs.

According to Sari, Hestini, and Haryani (2020) in their research, work discipline, work motivation, and organizational commitment have a positive effect on the performance of West Semarang District Office employees. This research is contrary to research conducted by Risky Nur Adha, et al (2019) the results showed that work motivation variables did not affect the performance of Jember Regency Social Service employees. In addition, it is also contrary to research conducted by Marita Diansyah, et al (2020) in her journal entitled "The Influence of Competence, Organizational Commitment, and Motivation on the Performance of Bima City Education and Culture Office Employees". The results showed that organizational commitment did not have a significant effect on the performance of employees of the Bima City Education and Culture Office.

Based on the background that has been described, the author formulates the problems underlying this study as follows: 1) Does work discipline affect the performance of employees of the DKI Jakarta Provincial Education Office? 2) Does work motivation affect the performance of employees of the DKI Jakarta Provincial Education Office? 3) Whether organizational commitment affect the performance of employees of the DKI Jakarta Provincial Education Office?

Based on the formulation of the problem that has been described, the objectives of this study are: a) To analyze the effect of work discipline on the performance of employees of the DKI Jakarta Provincial Education Office. b) To analyze the effect of work motivation on the performance of employees of the DKI Jakarta Provincial Education Office. c) To analyze the effect of organizational commitment on the performance of employees of the DKI Jakarta Provincial Education Office. The results of this research are expected to be useful and can be used as evaluation material to improve employee performance, as well as material to manage existing human resources, especially related to work discipline, work motivation, and work commitment.

RESEARCH METHOD

The object of research in this study is employee performance which is influenced by work discipline, work motivation, and organizational commitment where the study is carried out at the DKI Jakarta Provincial Education Office within the period of the study carried out in October 2022 until it is completed. The data sources used in this study are primary data sources. Primary data is data made by researchers for a specific purpose, the purpose is to solve problems in this study. The primary data used in this study was in the form of results from questionnaires or questionnaires distributed to all respondents. The respondents were permanent employees of the DKI Jakarta Provincial Education Office.

The type of data used in this study is quantitative data. According to Sugiyono (2017), "Quantitative data is research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem under study to produce a conclusion". Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then draw conclusions (Sugiyono, 2017). According to Arikunto (2013), "population is the whole subject of research.

If one wants to examine all the elements in the research area, then the research is population research. His study or research is also called population study or census study". The population referred to in this study is permanent employees of the DKI Jakarta Provincial Education Office which amounts to 150 employees. Based on the opinion of Sugiyono (2017), the definition of a sample is "part of the number and characteristics possessed by the population". The population in this study is permanent employees of the DKI Jakarta Provincial Education Office which amounts to 150 employees.

Sampling techniques are divided into two techniques, namely probability (Probability Sampling) and non-probability (NonProbability Sampling). The technique used in this study is the probability technique. Exposure (Sugiyono, 2017) to probability techniques is "a sampling technique that provides equal opportunities for each member of the population to be selected into a sample". The probability technique used, namely simple random sampling, is a sampling technique that is taken randomly without paying attention to strata in this population. To determine the minimum sample number required, when the population size is known.

In this study, the author used a collection technique with questionnaires. According to Sugiyono (2017) explained that "Questionnaire is a data collection technique carried out by giving a set of questions or written statements to respondents for them to answer. The questionnaire uses a Likert scale consisting of various questions related to work discipline, work motivation, and organizational commitment to employee performance using 5 categories".

RESULTS AND DISCUSSION

Classical Assumption Test Results

Normality Test Results

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Kinerja Pegawai

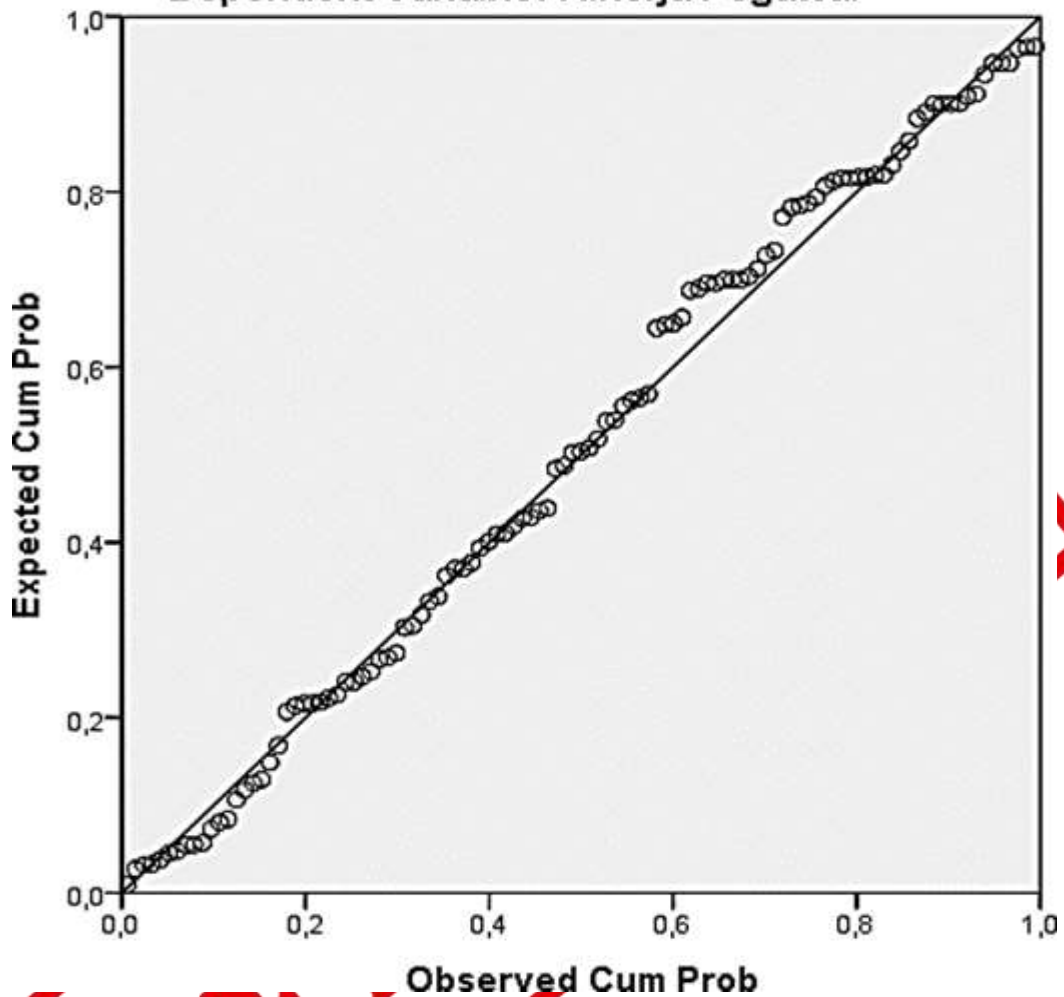


Figure 1 Normality Test Results

Based on Figure 1 above, it can be seen that the distribution of relative points follows the direction of the diagonal line and is around the diagonal line, so it can be assumed that the residual data in this regression model is normally distributed.

Tabel 1 One-Sample Kolmogorov-Smirnov Test One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		109
Normal Parameters ^b	Mean	,0000000
	Std. Deviation	1,86563006
	Most Extreme Differences	
	Absolute	,075
	Positive	,038
	Negative	-,075
Test Statistic		,075
Asymp. Sig. (2-tailed)		,160 ^c

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- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
- Sumber: Hasil Pengolahan SPSS 23

Based on the Kolmogorov-Smirnov One Sample table above, it can be seen that the value of Asymp.Sig 2-tailed is 0.160. Since the value of Asymp.Sig 2-tailed is greater than the significance value of 0.05 ($0.160 > 0.05$), and the residual value is normally distributed.

Multicollinearity Test

Table 2 Multicholinerity Test Coefficients

Model	Collinearity Statistics	
	Tolerance	BRIGHT
1 (Constant)		
Work Discipline	,447	2,236
Work Motivation	,552	1,812
Organizational Commitment	,681	1,469

a. Dependent Variable: Kinerja Pegawai

Sumber: Hasil Pengolahan SPSS 23

The criteria for testing multicollinearity is that if the tolerance value is greater than 0.1 and the Variance Inflation Factor (VIF) is smaller than 10, then multicollinearity does not occur in this regression model. It can be seen from the results attached to Table 4.12 that the variance inflation factor (VIF) values of the three independent variables, namely Work Discipline, Work Motivation, and Organizational Commitment are 2.236, 1.812, and 1.469 smaller than 10, and the tolerance values of the three variables 0.447, 0.552, and 0.681 are greater than the value of 0.1 so that it can be said that between independent variables there is no multicollinearity problem in this regression model.

Heteroscedasticity Test

The heteroscedasticity test was conducted to see whether there were heteroscedasticity deviations in this regression model and whether the regression model in this study had variance inequalities from the residuals of one observer to another. A good regression model does not occur heteroscedasticity.

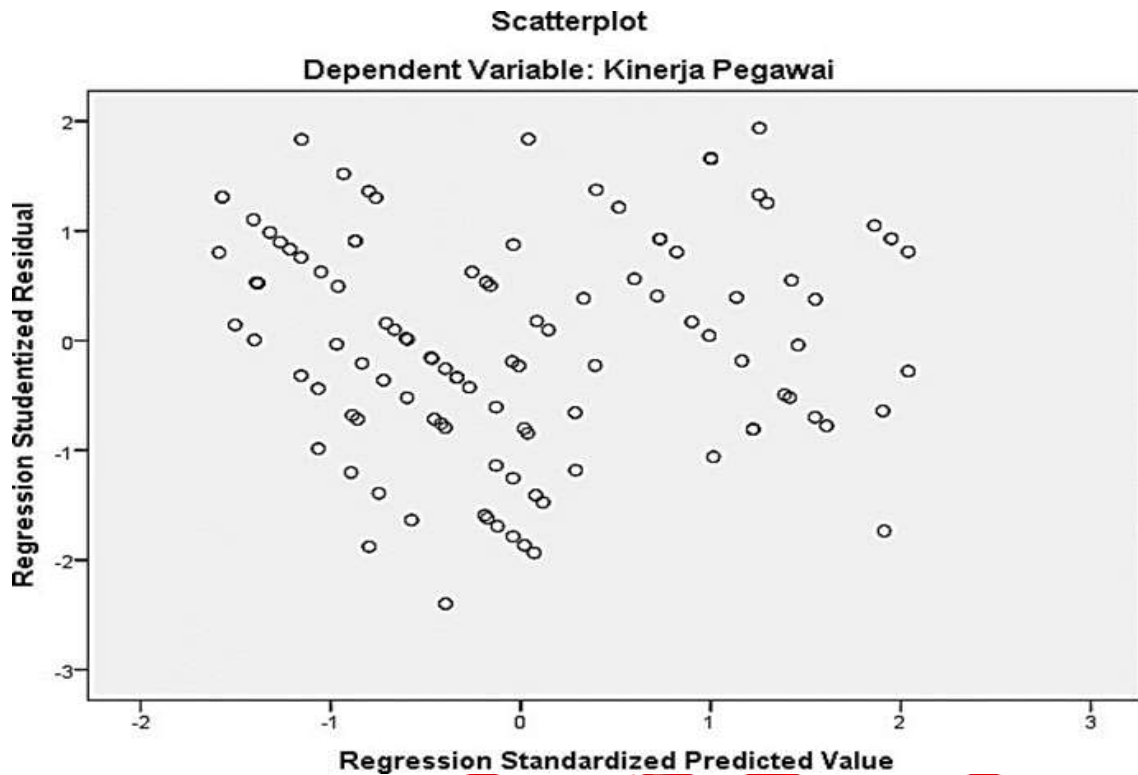


Figure 2 Heteroscedasticity Test Results

Based on Figure 2 of the scatterplot graph, it can be seen that the point spread does not form a clear pattern or regular pattern and the point spreads below and above number 0 on the Y axis. With this, it can be concluded that the regression model in this study does not have heteroscedasticity problems.

Table 3 Glajer Heteroskedasticity Test

Variable	Sig	Conclusion
Work Discipline (X1)	0,897	No Heteroscedacity
Work Motivation (X2)	0,209	No Heteroscedacity
Organizational Commitment (X3)	0,278	No Heteroscedacity

Source: SPSS 23 Processing Results

In the Glajer Heteroskedasticity Test, it can be said that there is no heteroskedasticity problem if the signification value is greater than 0.05 (>0.05). Based on Table 4.13 above, it can be seen that the significance values of the variables studied of 0.897, 0.209, and 0.278 are greater than 0.05, which means that in the variables of Work Discipline, Work Motivation, and Organizational Commitment to Employee Performance there is no Heteroskedasticity problem.

The Automobile

The autocorrelation test is seen from the Durbin-Watson test (DW test) which aims to determine whether or not there are deviations from classical assumptions, autocorrelation is a correlation or relationship that occurs between residual observers with one observer in this regression model. The

autocorrelation test results are attached to the following Durbin-Watson test table:

Table 4 Uji Durbin-Watson (DW Test) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,799 ^a	,638	,628	1,892	1,945

a. Predictors: (Constant), Organizational Commitment, Work Motivation, Work Discipline

b. Dependent Variable: Employee Performance

Sumber: Hasil Pengolahan SPSS 23

Based on Table 4 above, the Durbin-Watson value is 1.945. Durbin Watson values according to the table with $n = 109$ respondents and $k = 3$ (number of independent variables) obtained numbers $dl = 1.631$ and $du = 1.744$. Therefore the DW value is calculated $> du$ ($1.945 > 1.744$), In addition, the Durbin Watson value is between $du < d < 4-du$ or $1.744 < 1.945 < 2.256$, so it can be concluded that in this regression model it is symptom-free autocorrelation. Then, this model is worth using.

Double Linear Regression Analysis

Multiple linear regression analysis is performed in this study to see the relationship between two or more dependent variables with the independent variable and to predict the value of the independent variable if the value of the dependent variable decreases or increases. This study shows the influence of Work Discipline (X1), Work Motivation (X2), and Organizational Commitment (X3) on Employee Performance variables (Y). In this study, the author uses statistical calculations for regression analysis with the help of SPSS software version 23 as follows:

Table 5
Coefficients Double Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,190	1,550		2,058	,042
Disiplin Kerja	,313	,062	,444	5,059	,000
Motivasi Kerja	,221	,054	,323	4,083	,000
Komitmen Organisasi	,146	,066	,158	2,225	,028

a. Dependent Variable: Kinerja Pegawai

Sumber: Hasil Pengolahan SPSS 23

Based on Table 5 above, a multiple linear regression equation model is obtained as follows:

$$KP = 0,444 DK + 0,323 MK + 0,158 KO$$

Keterangan:

KP = Kinerja Pegawai

DK = Work Discipline

MK = Work Motivation

KO = Organizational Commitment b_1, b_2, b_3 = Koefisien Regresi

From the regression model above, these numbers can be drawn as follows:

- a. The variable Work discipline (X1) has a regression coefficient value of 0.444. This means, showing a unidirectional (positive) relationship between work discipline and employee performance. So it can be stated that the higher the work discipline, the higher the performance of employees.
- b. The Work Motivation variable (X2) has a regression coefficient value of 0.323. This means, showing a unidirectional (positive) relationship between work motivation and employee performance. So it can be stated that the higher the work motivation, the higher the performance of employees.
- c. The Organizational Commitment variable (X3) has a regression coefficient value of 0.158. This means, showing a unidirectional (positive) relationship between organizational commitment and employee performance. So it can be stated that the higher the commitment of the organization, the higher the performance of employees.

Instrument Credential Test Results

Validity Test

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that the questionnaire will measure. Based on the results of the validity test all sample items in this study are 109 so it refers to the formula $df = n - 2$ which gives the results $df = 109 - 2 = 107 = 0.1584$ so that the value of r is calculated $> r$ table. It can be concluded that all statement items in this study are valid and can be used in research.

Reliability Test

Reliability tests are used to obtain valid, reliable research results and are used to measure many times to produce the same data (consistency). Reliability tests are performed on question items that are declared valid. Based on the results of the reliability test, it is explained that the results of the reliability test can be shown by the value of Cronbach's Alpha. Cronbach's alpha value of employee performance is 0.834, work discipline is 0.899, work motivation is 0.905, and organizational commitment is 0.884 or above the value of 0.06 (>0.06) so it can be concluded that the variables in this study are reliable.

Model Qualification Test Results

Test F (Test Model Qualification/Goodness of Fit)

Test F is performed to determine whether the regression model in this study is feasible or not to use. The results of this test can be seen in Table 4.16 below:

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Table 1
Model Qualification Test Results (Test F)

Model	Some of Squares	df	Mean Square	F	Sig.
1 Regression	663,162	3	221,054	61,747	,000 ^b
Residual	375,902	105	3,580		
Total	1039,064	108			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment, Work Motivation, Work Discipline

Source: SPSS 23 Processing Results

Based on the Anova Test table above, it can be seen that the results of the Fcalculate test have a value of 61.747 > Ftable 2.69 and the significance value is smaller than the error rate (0.000 < 0.05) so it can be concluded that the regression model in this study is estimated to be worthy of further research.

Coefficient of Determination (R2)

The Determination Coefficient Test (R2) aims to determine how much influence Work Discipline (X1), Work Motivation (X2), and Organizational Commitment (X3) can describe changes in the variable Employee Performance (Y). The test results of the coefficient of determination (R2) are attached to table 2 as follows:

Table 2
Multiple Determination Coefficient Test Results (R2) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,799 ^a	,638	,628	1,892	1,945

a. Predictors: (Constant), Organizational Commitment, Work Motivation, Work Discipline

b. Dependent Variable: Employee Performance

Source: Processing Results SPSS 23

Based on the summary model in Table 2, the value of the correlation coefficient (R) of 0.799 or 79.9% is obtained, which means that the level of relationship between the variables Work Discipline (X1), Work Motivation (X2), and Organizational Commitment (X3) to Employee Performance (Y) at the DKI Jakarta Provincial Education Office has a strong correlation level. Then, the value of the coefficient of determination (R-square) is 0.638 or 63.8%, which means that the factors of Work Discipline (X1), Work Motivation (X2), and Organizational Commitment (X3) to Employee Performance (Y) at the DKI Jakarta Provincial Education Office are 63.8%, while the remaining 36.2% is described by other variable factors that are not included in this study.

The Pilgrims (T)

The t-test or partial hypothesis test aims to see whether the variables Work Discipline (X1), Work Motivation (X2), and Organizational Commitment (X3) have an effect on the variable Employee Performance (Y) with a significance level

of 0.05. The results of partial hypothesis testing (t-test) are attached to the following table:

Table
Hypothesis Test Results (test t)

Variable	calcula te	Sig	Information
Work Discipline	5,059	0,000	Positive and Significant
Work Motivation	4,083	0,000	Positive and Significant
Organizational Commitment	2,225	0,028	Positive and Significant

Sumber: Hasil Pengolahan SPSS 23

Based on the table of each independent variable in this study, namely work discipline (X1), work motivation (X2), and organizational commitment (X3) partially have a positive and significant effect on the performance of employees (Y) at the DKI Jakarta Provincial Education Office.

The calculated value of the work discipline variable of 5.059 and the significance value of the work discipline t-test of 0.000 is smaller than the error rate of 5% ($0.000 < 0.05$) i.e. H_0 is rejected and H_a is accepted. It can be concluded that work discipline has a positive and significant effect on employee performance.

The calculated value of the work motivation variable of 4.083 and the significance value of the work motivation t-test of 0.000 is smaller than the error rate of 5% ($0.000 < 0.05$) where H_0 is rejected and H_a is accepted. It can be concluded that work motivation has a positive and significant effect on employee performance.

The calculated value of the organizational commitment variable of 2.225 and the significance value of the organizational commitment t-test of 0.028 is smaller than the error rate of 5% ($0.043 < 0.05$) i.e. H_0 is rejected and H_a is accepted. It can be concluded that organizational commitment has a positive and significant effect on employee performance.

Discussion

Work Discipline on Employee Performance

Based on the results of research in this study, it is shown that work discipline has a positive and significant effect on the performance of employees of the DKI Jakarta Provincial Education Office, meaning that the variable of work discipline (X1) influences employee performance (Y). This is shown in the t-hypothesis test, the result is that the significance value is smaller than the error/error level used in this study 5% or equal to ($0.000 < 0.05$) it can be stated that H_0 is rejected and H_a is accepted which means that the Work Discipline attitude possessed by an employee can improve performance and produce the desired output of the company.

The regression coefficient of the Work Discipline variable (X1) of 0.444 means that if other independent variables have a fixed value and Work Discipline increases by 1%, then Employee Performance (Y) will increase by 0.444 It can be concluded that work discipline has the greatest influence on the performance of employees of the DKI Jakarta Provincial Education Office. The attitude of work discipline of employees of the

DKI Jakarta Provincial Education Office who obey regulations, punctuality, and existing work standards in the company makes tasks and work be completed on time to increase productivity and time efficiency. On the contrary, if an employee does not have good work discipline will reduce his performance because the employee is fairly unable to follow existing regulations and has an arbitrary attitude, then the company should give a reprimand or warning to the employee. Companies need to pay attention to the work discipline of their employees because one of the factors to achieve the success of a company is to have employees who have a high work discipline attitude.

The results of research in this study also support the results of previous research researched by Muhammad Arief, et al (2019), Ipan Hilmawan (2020), and Reza Nurul Ichsan, et al (2020) the results their research show that work discipline has a positive and significant effect on employee performance.

Work Motivation for Employee Performance

Based on the results of research in this study, it is seen that work motivation has a positive and significant effect on the performance of employees of the DKI Jakarta Provincial Education Office, so it can be concluded that the variable of work motivation (X2) influences the performance of employees of the DKI Jakarta Provincial Education Office. This can be seen in the t-test, the results show that the significance value is smaller than the error/error level used in this study 5% or equal to ($0.000 < 0.05$) it can be stated that H_0 is rejected and H_a is accepted. This means that the motivation that an employee has, will improve employee performance due to the encouragement from within the employee to work more vigorously and enthusiastically. In addition, the type of motivation is divided into two, namely positive and negative, where the type of motivation can improve employee performance.

The regression coefficient of the Work Motivation variable (X2) of 0.323 means that if other independent variables have a fixed value and Work Motivation increases by 1%, then Employee Performance (Y) will increase by 0.323 it can be concluded that work motivation influences the performance of employees of the DKI Jakarta Provincial Education Office. Work motivation variables (X2) can be factors that affect employee performance, this is because employees of the DKI Jakarta Provincial Education Office have high motivation and support or encouragement to meet their needs such as physiological needs, security needs, social relationship needs, self-actualization needs and recognition needs.

Employees who have high work motivation tend to be more eager to work because of the drive that arises in themselves to carry out activities or activities with enthusiasm and enthusiasm to exert all abilities, knowledge, and skills to complete a job to achieve company goals, this is what can improve their performance. The results of the research in this study are also in line with previous research conducted by Sari Hestini and Haryana (2020), Kepi Kusumayanti, et al (2020), and Efrinawati, et al (2022) their research results show that work motivation has a positive and significant effect on employee performance.

Organizational Commitment to Employee Performance

Based on the results of research in this study, it can be seen in testing the hypothesis that organizational commitment has a positive and significant effect on employee performance, so it can be concluded that the organizational commitment variable (X3) affects the performance of employees of the DKI Jakarta Provincial Education Office. This can be seen in the t-test, the results show that the significance value is smaller than the error/error level used in this study 5% or equal to ($0.028 <$

0.05) can be stated that H_0 is rejected and H_a is accepted. This means that employees of the DKI Jakarta Provincial Education Office have a high organizational commitment, a commitment that is an employee's loyalty to his company and his organization.

The regression coefficient of the Organizational Commitment variable (X_3) of 0.158 means that if other independent variables have a fixed value and Organizational Commitment increases by 1%, then Employee Performance (Y) will increase by 0.158 it can be concluded that organizational commitment influences the performance of employees of the DKI Jakarta Provincial Education Office. Organizational commitment variables can be factors that affect employee performance.

Commitment is an attitude of loyalty of a person with his willingness to give all his energy and effort for the achievement of organizational goals that are being carried out. Employees of the DKI Jakarta Provincial Education Office have a strong sense of belonging to the company where they work, have an attitude of liking their organization, and other things that are more than just formal membership. The results of research in this study are also in line with previous research conducted by Agustina Massora (2019), Natalia Pangaila, Olivia Nelwan and Victor Lengkong (2022), and Intan Maharani and Suryono Efendi (2017) the results of their research show that organizational commitment has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the discussion and testing described above about "The influence of work discipline, work motivation, and organizational commitment on the performance of employees of the DKI Jakarta Provincial Education Office" the following conclusions can be drawn:

Work discipline has a positive and significant influence on the performance of employees of the DKI Jakarta Provincial Education Office. This means that work discipline can be used as a determining factor for employee performance. The higher the work discipline possessed by employees of the DKI Jakarta Provincial Education Office, the more their performance will increase.

Work motivation has a positive and significant influence on the performance of employees of the DKI Jakarta Provincial Education Office. This means that work motivation can be used as an actor determining employee performance. The higher the work motivation possessed by employees of the DKI Jakarta Education Office, the more their performance will increase. Organizational commitment has a positive and significant influence on the performance of employees of the DKI Jakarta Provincial Education Office. This means that the stronger the organizational commitment held by employees of the DKI Jakarta Provincial Education Office, the more it will improve its performance because of employees.

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