
**ANALYSIS OF THE EFFECT OF MOTIVATION, DISCIPLINE
AND JOB SATISFACTION, ON EMPLOYEE PERFORMANCE
WITH ORGANIZATIONAL COMMITMENT AS AN
INTERVENING VARIABLE****Imam Abu Jahid, I Made Adnyana**

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Abstract

The purpose of this research are to analysis effect of motivation, job satisfaction, employee performance, organizational commitment, 125 sample were selected by random sampling. Data were collected by questionnaires and Structural Equation Model (SEM) were applies as an analysis technique. The results analysis showed that the variables of Motivation, Job Satisfaction have a positive and significant effect on Employee Performance through Organizational Commitment.

Keywords: Motivation, Job Satisfaction, Employee Performance, Dicipline, Organizational Commitment

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INTRODUCTION

Research on job satisfaction is still an interesting topic, because it provides several benefits for organizations, employees and society. This is as stated by As'ad (1999) that employee job satisfaction is an important issue, because there is strong evidence that job satisfaction provides great benefits for the interests of individuals, industry/agencies, and society. For private industry or public agencies, research on job satisfaction is carried out in an effort to increase production and efficiency through improving employee attitudes and behavior. Recognizing the importance of the function of employees in the organization, the organization needs to pay attention to the job satisfaction of its employees.

The services provided by employees at the Directorate of Irrigation and Swamps, Directorate General of Water Resources, Ministry of Public Works and Public Housing make a very large contribution to the smooth

running of the organization, in this case the Directorate of Irrigation and Swamps as well as the tasks and activities that support the operations of the Leaders. To achieve this goal, the organization needs to pay attention to job satisfaction through fulfilling the desires and needs of employees. Things that provide a source of job satisfaction for someone who chooses a job as an employee can be exemplified, for example a sense of satisfaction with work benefits in the form of material or non-material, a sense of security in working as an employee of the Directorate of Irrigation and Swamps, the personal relationship between the employee himself and the employee with leader (Juliani, 2016).

The level of job satisfaction is also related to the commitment of employees to the organization (Humala, 2014). The results of (Mathieu's 1994) study in Sugiarti and Wahyuni (2001) say that job satisfaction and organizational commitment have a reciprocal relationship. Increased job satisfaction will

increase commitment and increased commitment will increase job satisfaction further. the importance of organizational commitment, then employee commitment to the organization that needs to be developed. organizational support for increasing organizational commitment also influences positive attitudes and behavior of employees towards the organization, which works on satisfaction or employees at work.

Organizational support can be through positive treatments for employees, such as awards, leadership treatment, job characteristics or work atmosphere. According to Allen and Meyer (Lamidi, 2009) workers whose expectations and needs for working conditions and the work they do can be satisfied, tend to have a stronger effective attachment to the organization than those who are dissatisfied. So job satisfaction will be realized when employees grow commitment to the organization, because they believe and believe that the organization shows concern and care for the condition of employees. Job satisfaction also cannot be separated from work motivation which is often an employee's job expectations. In work motivation has a very important role, because with motivation it can provide a driving force for a person to work well as expected. If the motivation that becomes work expectations are met, it will lead to satisfaction. In general, the motivation of employees to work as technical, administrative or financial personnel at the Directorate of Irrigation and Swamps is because they bring desires and needs that shape their work expectations. To foster motivation and a sense of team work, the Directorate of Irrigation and Swamp usually conducts activities such as out bond or family gathering.

Motivation according to Reksohadiprodjo and Handoko (2000) is a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve a goal. This means that the motivation that exists in

a person will realize a behavior that is directed at the goal of achieving the goal of satisfaction. So every activity that a person does is driven by a force from within that person and this driving force is called motivation. Therefore, the attention of the organization to meet the desires and needs of employees who become employees' work motivation is very important, because it supports the emergence of high job satisfaction.

Job satisfaction will be high if the desires and needs of employees who become work motivation are met. Motivation is the willingness to give more effort to achieve organizational goals, which is caused by the willingness to satisfy individual needs (Robbins, 1996). With the right motivation, employees will be encouraged to do as much as possible in carrying out their duties because they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members of the organization will also be covered. With high motivation will create a commitment to what is his responsibility in completing each job (McNeese-Smith et al, 1995). Every government agency wants its employees to have the ability to produce a high performance. This is very difficult to achieve if the employees who work in it are people who are not productive. Government agencies sometimes do not have the ability to distinguish between productive and unproductive employees. Whereas the employee itself is an investment that needs to be maintained in order to produce as much as possible.

The concept of performance is expressed by Dessler (1992) in (Widodo, 2010) which defines performance as work performance, namely the comparison between actual work results and the work standards set. Thus, performance focuses on the results of its work. Bernaders and Russell (1993) state performance as "performance is defined as the record of outcomes produced on specified job function or activity during a

specified time period". This means that performance results from the function of a particular job or the result of an activity over a certain period of time. Hasibuan in (Baharuddin & Salam, 2020) also explains that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Furthermore, Hasibuan

revealed that performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanation of task delegation and the role and level of worker motivation. If the performance of each individual or employee is good, it is expected that the company's performance will be good too.

Table 1
Engineering Services Project (ESP) Jobs

No	Uraian	Nilai Kontrak	Selesai
1	Development of Irrigation System in Way Sekampung (Pesawan, Tulangbawang, Central Lampung, Mesuji)	Rp.47.113.732.259,- \$1,085,498	June 2020
2	Development of Irrigation System in Wadaslintang (Purworejo, Kebumen, Banyumas, Cilacap, Banjarnegara)	Rp. 33.652.979.019,- \$632,445	July 2020
3	Development of Irrigation System in Merican (Jombang, Jember, Kediri, Lumajang)	Rp. 27.839.090.854,- \$ 754,893	Aug 2020
4	Development of Irrigation System in Saddang (Wajo, Pinrang, Sidenrang Rappang, Bone, Soppeng)	Rp. 52.258.080.652,- \$ 1,055,249	Sep 2020
5	Development of Irrigation System in Walimpong and Boya (Soppeng, Bone, Wajo)	Rp. 36.081.628.380,- \$ 1,090,869	Oct 2020
6	Development of Rongkong and Pelosika Irrigation System in Southern Sulawesi (Luwu Utara, Konawe)	Rp. 54.144.474.420,-	Nov 2020
7	Development of Irrigation System in Asahan Phase- 1 (Asahan Labuhan Batu Utara)	Rp. 53. 362.226.720,- \$ 1,176,070	Dec 2020
8	Development of Irrigation System in Agricultural Economic Center Kab. Merauke Phase-1 (Kurik T Miring Semangga District)	Rp. 119.339.312.400,- € 808,754 £ 215,082	Jan 2021

The table above is an example of a contractual work package that takes more than one fiscal year (multi-year) financed by an ADB Loan at the Irrigation and Swamp Directorate in the 2019 to 2021 fiscal year. In general, these work packages aim to obtain documents complete planning starting from Feasibility Study (FS) to Detail Engineering Design (DED) and modernization in accordance with applicable standards to accelerate irrigation infrastructure development through technical planning projects. This ESP loan will support project preparation using new technology and updating irrigation standard design through

1) master plan and feasibility study, 2) detailed engineering design including geotonic survey, topography and others, 3) environmental impact assessment and preparation of land acquisition documents according to government requirements, and 4) the making of a follow-up contract for civil works. ESP will also help promote capacity building in public investment management through 1) improvement of master plans and management systems, 2) capacity building of project staff, particularly at the local level, in areas such as design and build contracts, design standards, construction supervision. The locations of the work packages are in the

provinces of Lampung, Central Java, East Java, South Sulawesi, North Sumatra and Papua.



Figure 1

Graph of Work Unit Performance Achievement of the Directorate of Irrigation and Swamp 2015-2019

Based on the graph above, the performance achievement of the Irrigation and Swamp Directorate Work Unit for the 2019 fiscal year is 59.10% for the achievement of financial progress and 67.77% for the achievement of physical progress. The performance achievement of the Irrigation and Swamp Directorate Work Unit for the 2019 fiscal year was higher than the 2018 budget year, although its success was only included in the "good, needs a little improvement" category, based on the assessment criteria/assessment category according to the PAN Ministerial Decree No. 20 Year 2013.

Various performance appraisals have been studied previously. Tsui et al (1997) in (Putri and Hartono, 2018) conducted an assessment of the performance of human resources based on specific behavior (judgment performance evaluation) using eleven criteria, namely (1) the quantity of employee work, (2) the quality of the employee's work, (3) employee efficiency, (4) employee quality standards, (5) employee effort, (6) employee professional standards, (7) employee ability to core work, (8) employee ability to use common sense, (9) employee accuracy, (10) employee knowledge, and (11) employee creativity.

Luthans (2006) states that five dimensions have been identified to represent the most important job characteristics where employees have positive and affective

responses, namely the work itself, salary, promotion opportunities, supervision and co-worker (Avey, Luthans, & Jensen, 2009). The five dimensions are formulated and used to measure job satisfaction. If these things can be fulfilled then organizational commitment will arise properly, so that satisfaction will have an impact on organizational commitment.

Research on the relationship between job satisfaction and organizational commitment has had mixed results. Research by (McNeese-Smith, 1996) shows that the relationship between job satisfaction and organizational commitment produces a coefficient of $r = .39$ ($p < .001$), while Grant's (2001) research produces a coefficient of $r = .49$ ($p < .001$). However, there is also other empirical evidence that shows the unclear relationship between job satisfaction and organizational commitment where research conducted between the two variables shows inconsistent results. An example (Mathieu, 1991) which states that job satisfaction is a variable that precedes organizational commitment and on the other hand organizational commitment has preceded job satisfaction in accordance with the opinion of Bateman and Strasser (1984) so that research that examines the relationship level Job satisfaction in increasing organizational commitment is an interesting topic and has many uses. Therefore, to reconcile the conflicting findings, Feris (1981) previously

stated that the nature of organizational commitment can change over time.

Table 2
Gap Research Results of Past Research

Gap Research	Previous Research Results
Gap. 1. There is an inconsistency in the findings of research on motivation to performance	Motivation affects the performance of the implementation of the Integrated Management System. <u>Agus Purwanto; Masduki Asbari (2019)</u> Motivation has no effect on employee performance Priyono Budi Santoso.(2019)
Gap. 2. There is an inconsistency in the findings of research on job satisfaction on performance	Job satisfaction has a significant positive effect on performance <u>(Anggraini, 2016)</u> Job satisfaction has no significant positive effect on performance <u>(Susyanto, 2019)</u>
Gap. 3. There are inconsistencies in the findings of research on discipline on employee performance	Discipline has a positive and significant effect on employee performance. <u>Bagus (2019), Sarboini et al (2018), and Hoke et al (2018)</u> Discipline has a positive and insignificant effect on employee performance. Dharmawan (2012) and Tsani F (2013)

This research was conducted based on two reasons, namely:

- 1) there is a research gap that has been disclosed in the previous paragraph,
- 2) the existence of research problems found in the field.

This research takes the object of the Directorate of Irrigation and Swamp which is an agency under the guidance of the Directorate General of Water Resources, Ministry of Public Works and Public Housing. In accordance with their duties, it is to carry out guidance on the implementation of norms, standards, procedures, and criteria, as well as planning, preparation, and implementation of irrigation and swamp operations and maintenance. And according to their functions are: (1) fostering the implementation of irrigation and swamp norms, standards, procedures and criteria, (2) assessment of readiness for implementation of activities on irrigation and swamps, (3) preparation of irrigation and swamp planning, (4) development of a unified management system irrigation or swamps in accordance with statutory provisions, (5) fostering preparation for the operation and maintenance of facilities and infrastructure on irrigation and swamps, (6) implementation of facilitation activities for

fostering and technical assistance in irrigation and swamp management in the administrative areas of the provinces and regencies /city in accordance with the provisions of laws and regulations, and (7) implementation of the administration of directorate affairs. This Directorate is located in the 6th Floor of the Water Resources Building Complex, Ministry of Public Works and Public Housing, Jl. Pattimura No. 20 Kebayoran Baru, South Jakarta. This Directorate employs 225 employees with the status of 100 civil servants and 125 non-civil servants with an initial work contract period of 1 year.

Based on the data received by the researcher, it states that the Directorate of Irrigation and Swamp consists of several parts, namely: 1 Director, 4 Sub Directorates, 1 Head of Administration, 1 Work Unit, and 2 Loan Secretariats (IPDMIP and SIMURP). The use of non-civil servant employees, which are more than 125 civil servants, is expected to provide efficiency and contribute to good performance for the Directorate of Irrigation and Swamps. However, in reality it has the opposite effect. Many non-PNS employees, especially the administrative, technical and financial divisions, violate the disciplinary rules set by the Directorate of Irrigation and

Swamps, ranging from arriving often late to being absent without clear permission/information.

This high level of absenteeism often occurs even though superiors have given many warnings, sanctions, and even unilateral dismissals by the Directorate of Irrigation and Swamps, including non-civil servants who have previously received awards for their good performance. The following is a list of disciplinary violations and absenteeism of non-civil servant employees during the period 2018 to 2019.

Furthermore, from the results of interviews with several non-civil servant employees, problems that arise in the field include the desire of the leadership to require continuous improvement and sudden additional tasks with demands for completion as soon as possible in organization so that it causes employee complaints that are not conveyed openly in the Directorate's meeting forum.

These things are suspected of having an effect on employee job satisfaction which can affect their commitment to the Directorate of Irrigation and Swamps. The things mentioned above are due to the efforts and demands of the Ministry of Public Works and Public Housing via the Directorate of Irrigation and Swamps to improve performance through increasing the workload of employees and deadlines for completing work which are narrow and urgent but not accompanied by an increase in compensation. Another contributing factor is interference from superiors, so they have less control over their work.

In addition, internal problems arise between fellow non-civil servants themselves, for example suspicious attitudes between employees if something goes wrong in terms of work results that are not in accordance with the expectations of the leadership that have been set so that this creates a separate conflict for them. This is exacerbated by the attitude of the leadership that if you already believe in one employee, all work is handed

over to one of the employees, this creates a sense of social jealousy in terms of work among the employees themselves. Plus there is a factor of uncertainty from the government about their fate to be appointed as civil servants.

From the explanations above, this study focuses on analyzing the performance level of non-civil servant employees who are suspected of declining since 2018 with indications of the number of violations of the rules that have been set by the Directorate of Irrigation and Swamps as well as many other problems that arise related to the presence of non-civil servants' performance. in the Directorate. This performance analysis is reviewed through the variables of motivation and job satisfaction as well as organizational commitment variables which are the intervening variables in this study. The goal is that with the existence of high employee motivation and job satisfaction, it is expected that employee performance can be improved again.

On the same hand, if the employee's commitment is high, the employee's performance can also increase so that the company's performance will react positively (increase). [Luthans \(1995\)](#) defines organizational commitment as an attitude that shows employee "loyalty" and is an ongoing process of how an organization member expresses their concern for the success and goodness of the organization. Furthermore, Luthans (1995), specifically the "loyalty attitude" of this employee is indicated by three things, namely (1) a person's strong desire to remain a member of his organization, (2) the willingness to exert effort for his organization, and (3) confidence and acceptance. to the values and goals of the organization.

Thus, this study takes the title " The Influence of Motivation, Discipline and Job Satisfaction on the Performance of Non-PNS Employees of the Irrigation and Swamp Directorate, Directorate General of Natural Resources, Ministry of PUPR with

Organizational Commitment as an Intervening Variable".

The objectives to be achieved in this research are : 1). Analyzing the Effect of Motivation on Organizational Commitment to Non-PNS Employees at the Directorate of Irrigation and Swamps. 2). Analyzing the Effect of Discipline on Organizational Commitment to Non-PNS Employees at the Directorate of Irrigation and Swamps. 3). Analyzing the Effect of Job Satisfaction on Organizational Commitment to Non-PNS Employees at the Directorate of Irrigation and Swamp. 4). Analyzing the Effect of Motivation on Employee Performance on Non-PNS Employees at the Directorate of Irrigation and Swamps. 5). Analyzing the Effect of Discipline on Employee Performance on Non-PNS Employees at the Directorate of Irrigation and Swamps. 6). Analyzing the Effect of Job Satisfaction on Employee Performance on Non-PNS Employees at the Directorate of Irrigation and Swamps. 7). Analyzing the Effect of Motivation on Employee Performance through Organizational Commitment to Non-PNS Employees at the Directorate of Irrigation and Swamps. 8). Analyzing the Effect of Discipline on Employee Performance through Organizational Commitment to Non-PNS Employees at the Directorate of Irrigation and Swamps. 9). Analyzing the Effect of Job Satisfaction on Employee Performance through Organizational Commitment to Non-PNS employees at the Directorate of Irrigation and Swamps. 10). Analyzing the Effect of Organizational Commitment on Employee Performance on Non-PNS Employees at the Directorate of Irrigation and Swamps.

The benefits of this research are as follows : 1). The results of this study are expected to provide empirical evidence showing the influence of motivation, discipline and job satisfaction on performance through organizational commitment as an intervening variable, providing input to management at the Irrigation and Swamp

Directorate on the importance of understanding from management regarding the management of motivation, discipline and job satisfaction towards organizational commitment. 2). The general benefit for the industrial world is to provide input on the extent to which motivation, discipline, job satisfaction and organizational commitment provide a positive contribution value in improving employee performance.

METHOD

1. Types and Sources of Data

The types and sources of data used in this study consisted of primary data and secondary data.

a. Primary Data

Primary data is research data obtained directly from the original source (not through intermediaries). Primary data is specifically collected by researchers to answer research (Indriantoro & Supomo, 2002) or relate directly to the problems studied. The primary data needed in this research is data related to the variables of motivation, job satisfaction, organizational commitment and employee performance. This data was obtained from a questionnaire that had been prepared in advance by the researcher and answered by the respondents. The respondents who answered the questionnaire were 125 non-civil servants of the Directorate of Irrigation and Swamps, Directorate General of Natural Resources, Ministry of PUPR.

b. Secondary Data

Secondary data is data obtained from the agency in the form of documentation data. In addition, secondary data are generally in the form of evidence, historical records or reports that have been compiled in published and unpublished archives (documentary data) which are useful as additional logical arguments. The

secondary data obtained by the researcher is the document from the Directorate of Irrigation and Swamp in the form of a profile of the Directorate of Irrigation and Swamp which consists of the vision, mission, organizational structure and employee data related to this research.

2. Measurement Procedure and Process

a. Data Collection Procedure

Primary data is data obtained from the first source, for example from individuals or individuals, including in the form of filling out questionnaires distributed to respondents. The definition of primary data is original data collected by researchers themselves to answer specific research problems. In this research, primary data is obtained directly from the source, so that it becomes the first hand to obtain the data. It takes a greater commitment from the

researchers because doing the data collection themselves rather than obtaining secondary data, also the variables require more time, resources and costs.

b. Measurement Process

According to (Choizes, 2017), a questionnaire is a data collection technique by giving a set of questions or written statements to respondents to answer them. The instrument used to obtain data on self-confidence is a questionnaire. The form of the questionnaire chosen is in the form of multiple choice, where respondents are asked to choose one of the many possible answers or alternatives. Meanwhile, according to (Choizes, 2017), the alternatives such as strongly agree, agree, neutral, disagree and strongly disagree. Therefore, on the answer sheet each variable is given a score or value as follows:

Table 3
Likert Scale

Scale	Value Weight
Strongly Agree	5
Agree	4
Neutral	3
Do Not Agree	2
Strongly Disagree	1

3. Data analysis method

a. Descriptive Analysis Method

Descriptive analysis is an analysis that explains the interest of research data in sentence form. Descriptive analysis aims to convert raw data into data that is easy to understand in the form of more concise information.

In this study, descriptive data analysis will be carried out on research data from respondents' data. Respondent data include:

1) Age

2) Gender

b. Multiple Regression Analysis

An analysis to see the extent of the influence of the variables of motivation, discipline, organizational commitment, on employee satisfaction and their impact on the performance of Non-PNS employees of the Ministry of PUPR . Multiple regression analysis is an equation formula as quoted by Sugiono (2011), namely:

$$EP = b_1 Mo + b_2 Di + b_3 JS + e \dots$$

$$OC = b_1 Mo + b_2 Di + b_3 JS + EP + e \dots$$

Where,

OC = Organizational Commitment (OC)

EP = Employee Performance (EP)

Mo = Motivation (Mo)

Di = Discipline (Di)

JS = Job Satisfaction (JS)

b 1, b 2, b 3 = Regression Coefficient

e = Standard Error

c. Structural Equation Model (SEM) Analysis

The analytical method used in this study is SEM (Structural Equation Modeling). SEM is an analytical technique multivariate which is a combination of factor analysis and path analysis. Factor analysis was used to test the validity and reliability of an instrument (measurement scale), whereas path analysis is used to examine the relationship between variables. Analysis SEM aims to examine the relationship between the latent variables with manifest variables (measurement equation), the relationship between the latent variables with each other latent variables (measurement equation), and highlights the errors of measurement. For this study using SEM AMOS program that can process the research model dimension and tiered. This analysis is to determine the effect of motivation, discipline, Job Satisfaction, Performance and Organizational Commitment.

RESULTS AND DISCUSSION

1. Analysis of the Level of Perception of Research Variables

From the results of research that has been carried out on employees, the following is presented observational data on the variables in the study with a score of answers from the number of respondents as many as 125 people in the following table:

a. Perceived Level of Motivation

The following describes the results of descriptive analysis of answers to indicators of motivational variables obtained through a questionnaire using five indicators consisting of five statements with five answer items. The five answer items used were: strongly agree, agree, neutral, disagree and strongly disagree. From the results of research that has been carried out on product quality variables that have been applied with a score of answers from the number of respondents as many as 125 people can be presented in table 4.

Table 4
Results of Motivational Perception Level (Mo)

Indicator	Item	Answer Score										Amount
		(1) SD		(2) D		(3) N		(4) A		(5) SA		
		F	%	F	%	F	%	F	%	F	%	
Physiological Needs	Mo1	1	0,8%	6	4,8%	7	5,6%	46	36,8%	65	52,0%	125

Security Needs	Mo2	0	0,0%	7	5,6%	14	11,2%	47	37,6%	57	45,6%	125
Social Needs	Mo3	3	2,4%	5	4,0%	16	12,8%	48	38,4%	53	42,4%	125
The Need For Self-Esteem	Mo4	1	0,8%	7	5,6%	15	12,0%	53	42,4%	49	39,2%	125
Self-Actualization Needs	Mo5	0	0,0%	7	5,6%	16	12,8%	54	43,2%	48	38,4%	125
Total		5	0,8%	32	5,1%	68	10,9%	248	39,7%	272	43,5%	625

Based on Table 4 above, it can be seen that the respondents who answered the highest answer score on the score measurement strongly agreed with a percentage of 43.5%

and the lowest answer score on the score measurement strongly disagreed with a percentage of 0.8%. These results can be illustrated in the following diagram:

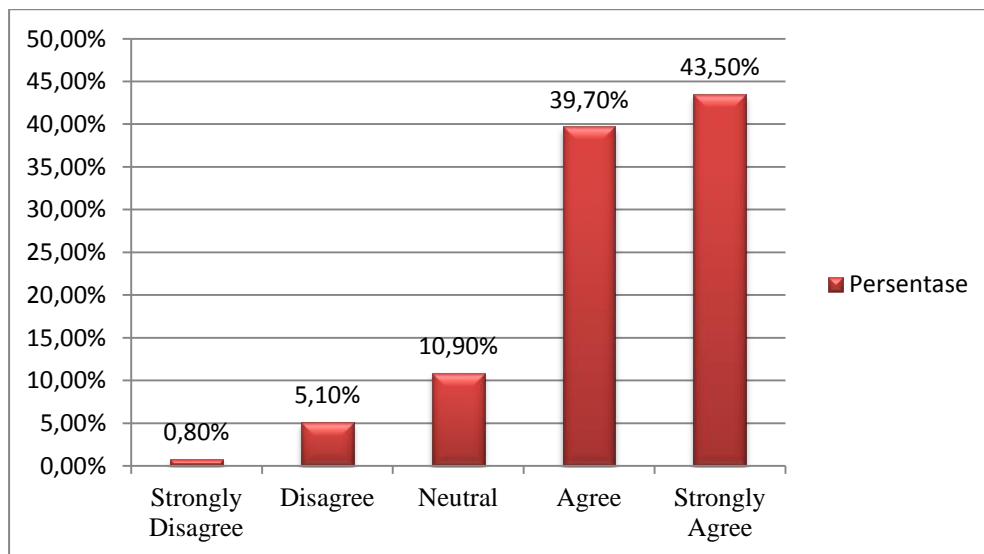


Figure 2
Perception Level Diagram of Motivational Variables (Mo)

Based on the diagram above, it shows that the results of the distribution of answers to the highest motivation variable in the answer strongly agree that is equal to 43.5% and the lowest result in the answer strongly disagrees at 0.8%.

b. Discipline Perception Level

The following describes the results of the descriptive analysis of

the answers to the indicators of the discipline variable obtained through a questionnaire using five indicators consisting of five statements with five answer items. The five answer items used were: strongly agree, agree, neutral, disagree and strongly disagree. From the results of research that has been carried out on product quality variables that have been

applied with a score of answers from the number of respondents as many

as 125 people can be presented in table 5.

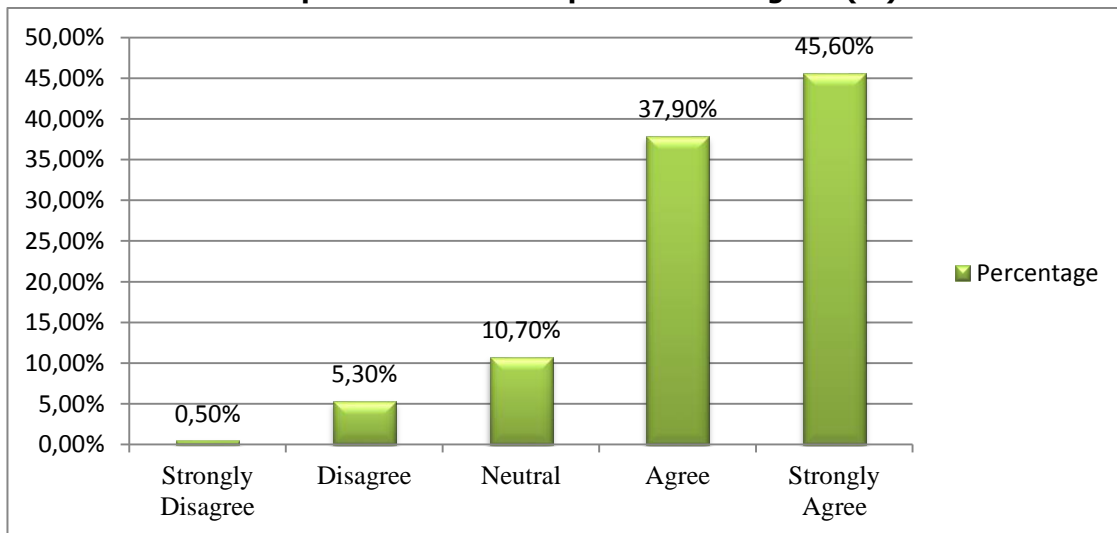
Table 5
Results of Discipline Variable Perception Level (Di)

Indicator	Item	Answer Score										Amount
		(1) SD		(2) D		(3) N		(4) A		(5) SA		
		F	%	F	%	F	%	F	%	F	%	
Compliance With Regulations	Di1	1	0,8%	8	6,4%	14	11,2%	45	36,0%	57	45,6%	125
Effective At Work	Di2	1	0,8%	6	4,8%	17	13,6%	47	37,6%	54	43,2%	125
Corrective Action	Di3	0	0,0%	5	4,0%	21	16,8%	45	36,0%	54	43,2%	125
Timely Attendance	Di4	1	0,8%	7	5,6%	6	4,8%	52	41,6%	59	47,2%	125
Completing Work On Time	Di5	0	0,0%	7	5,6%	9	7,2%	48	38,4%	61	48,8%	125
Total		3	0,5%	33	5,3%	67	10,7%	237	37,9%	285	45,6%	625

Based on Table 5 above, it can be seen that the respondents who answered the highest answer score on the score measurement strongly agreed with a percentage of

45.6% and the lowest answer score on the score measurement strongly disagreed with a percentage of 0.5%. These results can be illustrated in the following diagram:

Figure 3
Discipline Variable Perception Level Diagram (Di)



Based on the diagram above, it shows that the results of the distribution of answers to the discipline variable are the highest on the answer strongly agree that is equal to 45.6% and the lowest result

on the answer strongly disagree that is equal to 0.5%.

c. Perceived Level of Job Satisfaction

The following describes the results of the descriptive analysis of answers to the indicators of job satisfaction variables obtained

through a questionnaire using five indicators consisting of five statements with five answer items. The five answer items used were: strongly agree, agree, neutral, disagree and strongly disagree. From

the results of research that has been carried out on product quality variables that have been applied with a score of answers from the number of respondents as many as 125 people can be presented in table 4.6.

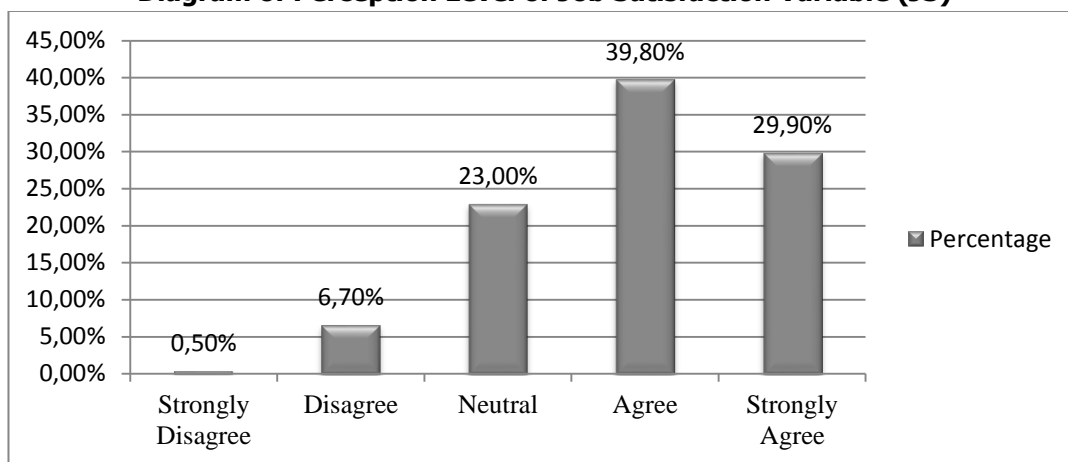
Table 6
Results of Job Satisfaction Variable Perception Level (JS)

Indicator	Item	Answer Score										Amount
		(1) SD		(2) D		(3) N		(4) A		(5) SA		
		F	%	F	%	F	%	F	%	F	%	
The Work Itself	JS1	0	0,0%	9	7,2%	32	25,6%	42	33,6%	42	33,6%	125
Wages	JS2	0	0,0%	9	7,2%	28	22,4%	50	40,0%	38	30,4%	125
Promotion	JS3	1	0,8%	7	5,6%	31	24,8%	50	40,0%	36	28,8%	125
Supervision	JS4	2	1,6%	5	4,0%	27	21,6%	56	44,8%	35	28,0%	125
Work Colleague	JS5	0	0,0%	12	9,6%	26	20,8%	51	40,8%	36	28,8%	125
Total		3	0,5%	42	6,7%	144	23,0%	249	39,8%	187	29,9%	625

Based on Table 6 above, it can be seen that the respondents who answered the highest answer score on the score measurement agreed with a percentage of 39.8% and the

lowest answer score on the score measurement strongly disagreed with a percentage of 0.5%. These results can be illustrated in the following diagram:

Figure 4
Diagram of Perception Level of Job Satisfaction Variable (JS)



Based on the diagram above, it shows that the results of the

distribution of answers to the highest product quality variable in the agree

answer that is equal to 39.8% and the lowest result in the strongly disagree answer that is 0.5%.

d. Perceived Level of Organizational Commitment

The following describes the results of the descriptive analysis of answers to the indicators of organizational commitment variables obtained through a questionnaire using five indicators consisting of five

statements with five answer items. The five answer items used were: strongly agree, agree, neutral, disagree and strongly disagree. From the results of research that has been carried out on product quality variables that have been applied with a score of answers from the number of respondents as many as 125 people can be presented in table 7.

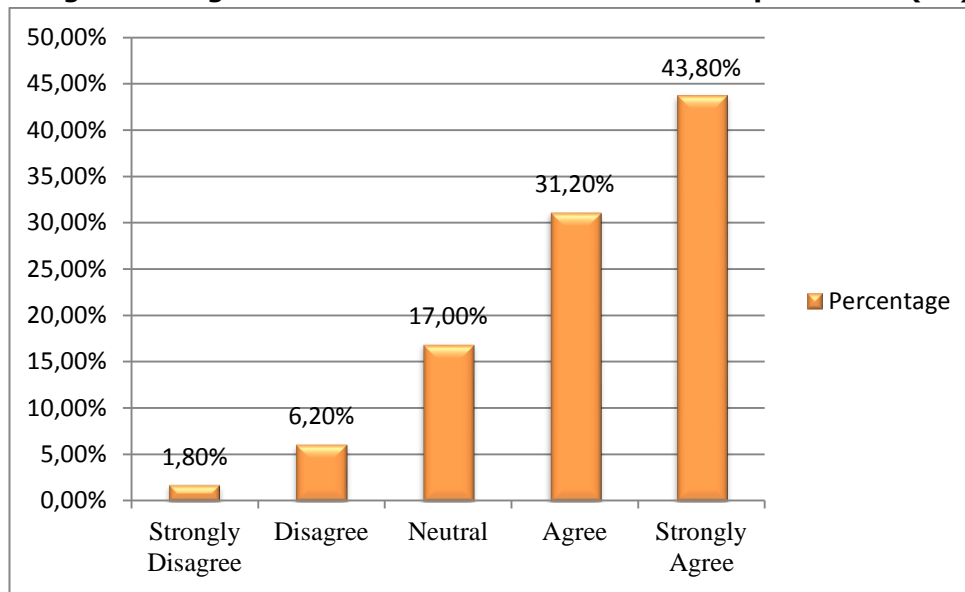
Table 7
Results of Organizational Commitment Variable Perception Level (OC)

Indicator	Item	Answer Score										Amount
		(1) SD		(2) D		(3) N		(4) A		(5) SA		
		F	%	F	%	F	%	F	%	F	%	
Strong Belief	OC1	2	1,6%	7	5,6%	21	16,8%	46	36,8%	49	39,2%	125
Level Of Involvement With The Problem	OC2	2	1,6%	10	8,0%	14	11,2%	34	27,2%	65	52,0%	125
Interest Level	OC3	2	1,6%	6	4,8%	16	12,8%	37	29,6%	64	51,2%	125
Feeling As Part Of The Company	OC4	1	0,8%	7	5,6%	14	11,2%	44	35,2%	59	47,2%	125
What The Company Means To You	OC5	4	3,2%	9	7,2%	41	32,8%	34	27,2%	37	29,6%	125
Total		11	1,8%	39	6,2%	106	17,0%	195	31,2%	274	43,8%	625

Based on Table 7 above, it can be seen that the respondents who answered the highest answer score on the score measurement strongly agreed with a percentage of 43.8%

and the lowest answer score on the score measurement strongly disagreed with a percentage of 1.8%. These results can be illustrated in the following diagram:

Figure 5
Diagram of Organizational Commitment Variable Perception Level (OC)



Based on the diagram above, it shows that the results of the distribution of answers to the organizational commitment variable are the highest in the strongly agree answer, which is 43.8% and the lowest result in the strongly disagree answer, which is 1.8%.

e. Employee Performance Perception Level

The following describes the results of the descriptive analysis of answers to the indicators of

employee performance variables obtained through a questionnaire using five indicators consisting of five statements with five answer items. The five answer items used were: strongly agree, agree, neutral, disagree and strongly disagree. From the results of research that has been carried out on employee performance variables that have been applied with a score of answers from the number of respondents as many as 125 people can be presented in table 8.

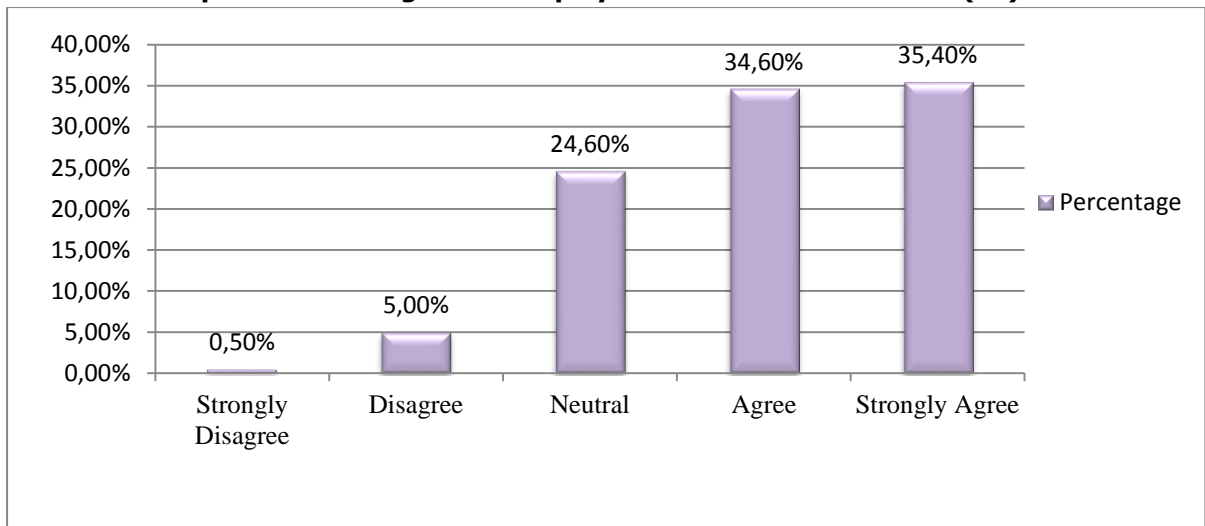
Table 8
Results of Employee Performance Variable Perception Level (EP)

Indicator	Item	Answer Score										Amount
		(1) SD		(2) D		(3) N		(4) A		(5) SA		
		F	%	F	%	F	%	F	%	F	%	
Number of jobs	EP1	1	0,8%	5	4,0%	33	26,4%	39	31,2%	47	37,6%	125
Quality of work	EP2	1	0,8%	7	5,6%	32	25,6%	38	30,4%	47	37,6%	125
Punctuality	EP3	0	0,0%	5	4,0%	24	19,2%	50	40,0%	46	36,8%	125
Presence	EP4	0	0,0%	9	7,2%	29	23,2%	40	32,0%	47	37,6%	125
Cooperation ability	EP5	1	0,8%	5	4,0%	36	28,8%	49	39,2%	34	27,2%	125
Total		3	0,5%	31	5,0%	154	24,6%	216	34,6%	221	35,4%	625

Based on Table 8 above, it can be seen that the respondents who answered the highest answer score on the score measurement strongly agreed with a percentage of

35.4% and the lowest answer score on the score measurement strongly disagreed with a percentage of 0.5%. These results can be illustrated in the following diagram:

Figure 6
Perception Level Diagram of Employee Performance Variables (EP)



Based on the diagram above, it shows that the results of the distribution of answers to the highest product quality variable in the answer strongly agree that is equal to 35.4% and the lowest result in the answer strongly disagrees that is equal to 0.5%.

CONCLUSION

Based on the analysis test results from this research data, several conclusions can be drawn as follows : 1) The Effect of Motivation on Organizational Commitment, Motivation on Organizational Commitment produces a positive and significant effect. Here we can see that the motivation has been given by both the employees of non-civil servants and swamp irrigation directorate, directorate of water resources, the ministry PUPR . The influence of motivation on organizational commitment can be seen in the results of hypothesis testing that motivation has a positive and significant effect on organizational commitment. 2) The Effect of Discipline on Organizational Commitment, Discipline against kom i tmen organization produces a significant and positive influence.

Organizations that establish the high discipline can be said the organization is able to create organizational commitment were good. Thus, discipline can increase organizational commitment to non-civil servant employees of the Directorate of Irrigation and Swamp, Directorate General of Water Resources, Ministry of PUPR . The influence of discipline on organizational commitment can be seen in the results of hypothesis testing that discipline has a positive and significant effect on organizational commitment. 3) The Effect of Job Satisfaction on Organizational Commitment, Job satisfaction on organizational commitment produces a positive and significant effect. The influence of job satisfaction on organizational commitment can be seen in the results of a test of hypothesis that job satisfaction has

positive influence and significant to komitmen organization to the employees of non-civil servants and swamp irrigation directorate, directorate of water resources, the ministry PUPR. 4) The Influence of Motivation on Employee Performance, Motivation on employee performance produces a positive and significant influence. Here we can see that the motivation has been given by both the employees of non-civil servants and swamp irrigation directorate, directorate of water resources, the ministry PUPR . The existence of an influence between motivation on employee performance can be seen in the results of hypothesis testing that motivation has a positive and significant effect on discipline. 5) The Effect of Discipline on Employee Performance, Discipline on employee performance produces a positive and significant influence. The existence of an influence between discipline on the performance of non-civil servant employees of the Directorate of Irrigation and Swamp, Directorate General of Water Resources, Ministry of Public Works and Housing can be seen in the results of hypothesis testing that discipline has a positive and significant effect on job satisfaction. 6) The Influence of Motivation on Employee Performance, Motivation on employee performance produces a positive and significant influence. Here we can see that the motivation has been given by both the employees of non-civil servants and swamp irrigation directorate, directorate of water resources, the ministry PUPR . The influence of motivation on job satisfaction can be seen in the results of hypothesis testing that motivation has a positive and significant effect on employee performance. 7) The Influence of Motivation on Employee Performance through Organizational Commitment, Motivation has a significant effect on employee performance through organizational commitment, which means that motivation is needed to improve performance with the support of organizational commitment to non-civil

servants, directorate of irrigation and swamps, directorate general of water resources, ministry of PUPR. 8) The Effect of Discipline on Employee Performance through Organizational Commitment, Discipline has a significant effect on employee performance through organizational commitment . So that discipline will increase with the support of organizational commitment to non-civil servants, directorate of irrigation and swamps, directorate general of water resources, ministry of PUPR. 9) The Effect of Job Satisfaction on Employee Performance through Organizational Commitment, Job satisfaction has a significant effect on employee performance through organizational commitment . Therefore, job satisfaction has a positive and significant effect on employee performance through organizational commitment. 10) The Effect of Organizational Commitment on Employee Performance, Organizational commitment to employee performance produces a positive and significant effect . Organizational commitment will greatly support the performance of non-PNS employees from the Directorate of Irrigation and Swamp, Directorate General of Water Resources, Ministry of PUPR.

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