

THE INFLUENCE OF WORK ETHIC, ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE ON PT. KILANG LIMA GUNUNG PADANG

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Abstract

Human resources have a central role for the company in the process of realizing goals, so to make it happen it takes maximum effort from the company by improving all human resource capabilities within the company, because this is the main key for the company to improve the performance of its employees. This study aims to test effect of work ethic on employee performance, to test effect of commitment on employee performance, to test effect of work discipline on employee performance. The sampling of the research used saturated sampling as many as 96 samples, using multiple linear regression analysis. The results show that work ethic has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance.

Keywords: Work Ethic; Organizational Commitment; Work Discipline; Employee Performance.

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I. Introduction

Human resources have a central role for the company in the process of achieving goals, so to realize it requires maximum effort from the company by improving all capabilities human resources within the company, because the hal is the main key factor for the company to improve the performance of its employees. Various efforts taken by the company in order to improve performance are difficult and most serious challenges for management because of the company's success in achieving its goals and how The company's continued sustainability in the future depends on employee performance (Effendy & Fitria, 2020).

Jung et al. (2020) stated that the smooth management of the company is supported by the quality of employees in completing their work as well as adequate employee knowledge and skills and the existence of efforts on the part of company to manage the company more optimal so that in the end it is able to realize the optimization of employee performance. Meanwhile, according to Saputra & Yuliastanty (2020), if employee performance is not optimal, it will have a direct impact on company performance so that the stability of the company becomes disrupted. If the company allows the problem to continue to occur, then the company will find it difficult to overcome the problem appropriately and properly. The possible impact is that the process of achieving goals in the company will be disrupted.

Employee performance is defined as the result that an employee obtains for his work judging by the quality and quantity of work, and is completed with high responsibility by employees towards the company (Mangkunegara, 2017). In line with priansa's opinion (2018), defining performance, one of them is reflected in the quantity of employee work seen from the results of the work he does. The quantity of work is defined as the amount of work that an employee gets in a predetermined period of time for the company. If the number of jobs completed by employees is increasing, then the performance produced by employees is getting better.

PT. Kilang Lima Gunung Padang is a company engaged in the business of exporter producer Standard Indonesia Rubber (SIR), which processes rubber plantation products from suppliers, where the production is in the form of rubber wet and crumb rubber with export destinations namely New Orleans, Japan, China and America.

From the results of preliminary observations and interviews with employees at PT. The Lima Gunung Padang Refinery shows an indication of the low performance achieved by employees from the pekerjaan quantity indicator, where the cause of the emergence of the problem is the high production targets of the company received by employees, while the skills and proficiencies that employees already have in operating machines have not been fully skilled and m ahir. This condition makes the work that should have been completed on time unfulfilled by the employee. As a result, the production process is disrupted and the targets or production results obtained have

not been realized according to the company's wishes. This is proven by the achievement of the company's production results in the 2018-2020 period which are not in accordance with the company's previously set targets. The average production of rubber produced does not meet the targets that have been applied by the company, namely in January, February, March, April, May, July, August and November. From these results, it can be seen that the quantity of employee work needs to get more attention from the management of the PT. The Lima Gunung Padang Refinery is expected to be able to improve kar yawan performance and the company's goals can be achieved as expected.

One of the efforts made by the company in maintaining employee performance in the process of achieving goals is to pay attention to their work ethic (Wahid, 2016). The definition of work ethic is a set of positive behaviors that include motivation, main characteristics, basic thoughts, basic ideas, codes of ethics, moral codes, attitudes of codes of ethics, aspirations and beliefs, principles and standards (Darodjat, 2015). From the observations that researchers did to the employees of PT. The Lima Gunung Padang Refinery still found problems related to the poor work ethic of employees. The indication can be seen from the attitude and responsibility of employees for their work that is still lacking, there are still employees who delay the completion of their work, there are still some employees do not comply with regulations such as prohibited from using mobile phones while working, as well as the rules for clothes used not to wear pockets and not justified use of accessories during the process of work. Poor employee work ethic will potentially be a factor causing low employee performance.

Anoraga in Priansa (2018), about work ethic is the vision and attitude of a country or society towards work. When members of society perceive work as something noble for human existence, then their work ethic tends to be high. On the contrary, the work ethic that employees have is low because attitudes and opinions in work have no value in life.

Siregar in Aski (2020) conveyed that work ethic has a close relationship with behavior and character. A person who has an internal being that is himself. Therefore, the internal presence determines the responsiveness and fulfillment of external requirements. Darodjat (2015), defines the ethos of kerja as a series of positive behaviors, the underlying of which includes motivation, main characteristics, basis of mind, basic ideas, code of ethics, moral codes, attitudes of codes of ethics, aspirations and beliefs, principles and standards.

Another opinion was expressed by Yuliarti (2016), about the work ethic that must exist in all employees because the organization requires high effort and commitment. Otherwise, it will be difficult for the company to carry out organizational development to be able to compete and win when it enters the company's market share. Organizations that want to advance attract members for their performance, including all members of the organization must have a high work ethic.

Organizational commitment is a significant factor in improving the performance of employees within the company. Yusuf & Syarif (2018) stated that organizational commitment is a form of loyalty of the work to the organization as seen from the desire to continue with the organization and help it achieve its goals, and not willing to come out for whatever reason there is. In other words, employees with a high commitment to their company will be more loyal and work hard in achieving the goals that have been set by the company and the progress of the company. Organizational commitment can cause satisfaction in employees at work if it is supported by company reciprocity (Taurisa in Cahyani et al., 2020).

the results of interviews with employees related to organizational commitments, obtained information indicating the low organizational commitment of employees, evidenced: (1) the inability of employees to complete work on time and in accordance with the standards set by the company, (2) employee involvement in every decision making by the organization is still lacking so that employee ideas and creativity are less developed and (3) the participation of employees in the activities of the organization is still lacking so that jealousy arises between employees. The low commitment policy of the organization to support employees at work can cause employee performance not to be optimal.

Samsuddin (2018) defines organizational commitment as a promise (agreement / contract) to do something, this is reflected in employee activities, or also interpreted as an attitude in employee self. Meyer and Allen in Yusuf & Sharif (2018) argue that organizational commitment is a psychological component of the relationship between members of the organization and the organization affects the decision to forever a member of the organization. Yusuf & Syarif (2018) stated organizational commitment as a loyalty that employees have to the organization from the desire to continue with the organization and help it achieve purpose, and not willing to leave the organization for whatever reason it has.

According to Priansa (2018), organizational commitment can be defined as an employee's loyalty to his organization and manifested in a high commitment to achieve his goals. Employee loyalty is reflected in the willingness to work and in the sense of the values and goals that the organization achieves. Meanwhile, in wibowo's opinion (2016), organizational commitment is the feelings, attitudes and behaviors of employees who are identified as part of the organization, participating in its operations, and loyal to the organization in which he works to achieve the goals of the organization.

Work discipline also plays an important role in efforts to improve employee performance. The level of discipline that has an effect on the efficiency and effectiveness of work tasks, meaning that if work discipline is not carried out properly, it is likely that the company's goals are not will be achieved effectively and efficiently (Yuliarti, 2016). Violations of labor discipline that often occur in employees at PT. The Lima Gunung Padang Refinery is aslow departure of employees from 5 to 8 employees per day who

are late for work and late when the implementation of the morning apples where it is still many employees who come to work at 07.40 WIB should have entered work at 07.00 WIB. In addition, the legal sanctions given by the leadership do not have a deterrent effect on employees because they are only in the form of reprimands. The severity of sanctions for work discipline given determines the discipline of employees at work and has an impact on reducing performance.

Based onrkan Hasibuan (2016), work discipline is defined as the awareness and desire of employees' desire to comply with the company and social standards in accordance with the applicable provisions in the companyn. The meaning of awareness is the attitude of employees voluntarily to obey every rule and there is an awareness of their obligations so that there will be no compulsion to obey / fulfill their obligations , while the desire to show the attitude and behavior of employees willing to follow all company policies whether written or not.

Work discipline is defined by Sinambela (2016), as an attitude of respect for others, respect, obeying and obeying every company rule whether written or unwritten, and carry it out properly, willing to accept sanctions if there is a violation of the duties performed and the authority violated by the employee. Another understanding was expressed by Afandi (2016), where work discipline is in the form of tools used by management to change employee behavior and efforts to increase awareness and willingness to comply with the company's rules with existing social norms and be used as a standard disiplin. (Mustika & Susanti, 2019)

Work discipline according to Supomo & Nurhayati (2018) is an operational function in MSDM and is very important for the company. This means that if employee discipline is high, then the implementation of the work carried out is better, but if the karyawan is not disciplined and difficult to manage, then the goal the company will not be able to be realized well.

Wirawan (2015) defines work ethic as a factor that can affect employee performance. Work ethic for employees is essential for the success of employees and the achievement of organizational goals.

According to research by Yuliarti (2016) high employee work ethic will be able to improve employee performance in the company. The results of Wahid's research (2016) found that work ethic has a significant influence on performance.

H₁: It is suspected that work ethic has a positive and significant effect on the performance of pada PT employees. Five Mountains Padang Refinery.

Trusted commitment is an important factor that affects employee performance. Commitment to the employee gives birth to a strong sense of attachment in the employee to the organization in which he serves. If the employee feels this emotional

attachment, then he becomes more active and happy at work so that his work achievements become more improved (Athar, 2020).

Research by Susanto & Sukoco (2019) proves that organizational commitment to employees has a significant effect on employee performance. Furthermore, Athar's research (2020) proves that organizational commitment has a significant influence on employee performance. The existence of organizational commitment to employees is able to produce job satisfaction for employees for their work supported by reciprocity received by employees from the company and is able to encouraging employees in performance improvement.

H₂: It is suspected that organizational commitment has a positive and significant effect on employee performance at PT. Five Mountains Padang Refinery.

Hasibuan (2016) expressed the definition of discipline is the awareness and desire of employees to comply with the company and the social standards that exist in the company. The loss of discipline will affect the efficiency and effectiveness of the work. If disciplin work in employees is difficult to implement, then the goals of the company that have been previously set have the possibility of not being achieved (Yuliarti, 2016).

Research by Haedar et al. (2020) conducted at the Barru District Public Works and Spatial Planning Office proved that employee work discipline affects performance. Similarly, the research of Jung et al. (2020) and (Effendy & Fitria, 2020) shows that work discipline has an effect on employee performance.

H₃: It is suspected that work discipline has a positive and significant impact on employee performance at PT. Five Mountains Padang Refinery

II. Material and Method

This research is included in quantitative research, with data obtained based on respondents' answers to the research questionnaire. This research has a population, namely all employees at PT. The Five Gunung Padang Refinery has a total of 96 people. The sample was part of the population in the study (Sugiyono, 2017). Researchers used saturated sampling techniques as a sampling technique. The researchers used a saturated sampling technique because the population was small, so the sample in the study used the entire population number to be used as respondents. Therefore, the number of research samples was 96 respondents.

Explanations of ional operas and indicators of many studies are found in such tables as:

Table 1

Variable Operations

Variable	Definition	Indicators	Source	Scale
Employee performance (Y)	The results of the work of employees in terms of quality and quantity over a certain period of time.	1) Quality 2) Quantity 3) Performance of duties	Mangkunegara in Puspitasari (2019)	Likert (1-5)
Work Ethic (X ₁)	It is the concept of the work of an employee that is reflected in his behavior in work.	1) Hard work 2) Discipline 3) Honest 4) A responsibility 5) Diligent	Salamun et al. in Puspitasari (2019)	Likert (1-5)
Organizational commitments (X ₂)	Circumstances in which the employee takes sides and cares about the organization and its goals, and intends to maintain its membership in that organization.	1) <i>Affective commitment</i> 2) <i>Continue commitment</i> 3) <i>Normative commitment</i>	Allen et al. in Tambunan (2018)	Likert (1-5)
Work Discipline (X ₃)	The attitude of employees to obey, respect, follow and obey the rules and norms that apply, both written and unwritten and ready to receive sanctions if breaking.	1) Presence 2) Compliance with work regulations 3) Compliance with work standards 4) Ethical work	Rivai in Utami (2019)	Likert (1-5)

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Table 2
Hasil Test validity variable Work Ethic (X₁)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X1.1	0,542	0,2017	Valid
X1.2	0,635	0,2017	Valid
X1.3	0,603	0,2017	Valid
X1.4	0,632	0,2017	Valid
X1.5	0,589	0,2017	Valid
X1.6	0,557	0,2017	Valid
X1.7	0,458	0,2017	Valid
X1.8	0,457	0,2017	Valid
X1.9	0,355	0,2017	Valid
X1.10	0,339	0,2017	Valid

Source : Primary data processed, 2022

Based on Table 2 above, all statements of work ethic variables (X₁) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedkan for further testing.

Table 3
Organizational Commitment Variable Validity Test Results (X₂)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X2.1	0,445	0,2017	Valid
X2.2	0,721	0,2017	Valid
X2.3	0,726	0,2017	Valid
X2.4	0,800	0,2017	Valid
X2.5	0,743	0,2017	Valid
X2.6	0,707	0,2017	Valid

X2.7	0,690	0,2017	Valid
X2.8	0,676	0,2017	Valid
X2.9	0,675	0,2017	Valid
X2.10	0,524	0,2017	Valid
X2.11	0,706	0,2017	Valid
X2.12	0,655	0,2017	Valid
X2.13	0,672	0,2017	Valid
X2.14	0,547	0,2017	Valid
X2.15	0,686	0,2017	Valid
X2.16	0,582	0,2017	Valid

Source : Primary data processed, 2022

Based on Table 3 above, all statements of organizational commitment variables (X₂) are declared valid because the calculated *r* value (*corrected item-total correlations*) > the *r* value of tabel, so that it can be usedkan for further testing.

Table 4
Results of the Disipl Variable Validity Testin Work (X₃)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	<i>r table</i>	Information
X3.1	0,514	0,2017	Valid
X3.2	0,756	0,2017	Valid
X3.3	0,775	0,2017	Valid
X3.4	0,704	0,2017	Valid
X3.5	0,773	0,2017	Valid
X3.6	0,737	0,2017	Valid
X3.7	0,672	0,2017	Valid
X3.8	0,697	0,2017	Valid
X3.9	0,766	0,2017	Valid
X3.10	0,730	0,2017	Valid
X3.11	0,728	0,2017	Valid

X3.12 0,707 0,2017 Valid

Source : Primary data processed, 2022

Based on Table 4 above, all statements of the work discipline variable (X_3) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedkan for further testing.

Table 5
Employee Performance Variable Validity Test Results (Y)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	<i>r table</i>	Information
Y.1	0,518	0,2017	Valid
Y.2	0,694	0,2017	Valid
Y.3	0,686	0,2017	Valid
Y.4	0,626	0,2017	Valid
Y.5	0,784	0,2017	Valid
Y.6	0,655	0,2017	Valid
Y.7	0,657	0,2017	Valid
Y.8	0,669	0,2017	Valid
Y.9	0,582	0,2017	Valid
Y.10	0,660	0,2017	Valid

Source: Processed primary data, 2022

Based on Table 5 above, all statements of employee performance variables (Y) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedk an for further testing.

Reliability Test

Table 6
Reliability Test Results

Variable	<i>Cronbach Alpha</i>	<i>Role Of Thumb</i>	Number of Items
Work ethic (X_1)	0,829	0,7	Reliable
Organizational commitments (X_2)	0,933	0,7	Reliable
Labor discipline (X_3)	0,935	0,7	Reliable

Employee performance (Y)	0,900	0,7	Reliable
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Source: Processed primary data, 2022

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0,7. This means that the entire variable can be used for further data processing.

Normality Test

In this study, the data analysis technique was carried out using normality test techniques to process the data obtained.

Table 7

Normality Test Results

Variable	Asymp. Sig. (2-tailed)	Alpha	Conclusion
Work Ethic	0.702	0,05	Normally Distributed
Organizational Commitment	0.215	0,05	Normally Distributed
Work discipline	0.530	0,05	Normally Distributed

Source: Processed primary data, 2022

From Table 7 above, it can be seen that the results of the normality test variabel work ethic, organizational commitment and work discipline have an *asymp.sig (2 tailed)* value > 0.05. So it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data are met.

Multicholnearity Test

Based on the Multicholnearity test using *Variance Inflation Factor* (VIF) and *Tolerance Value* for results can be seen in the table below:

Table 8

Multicholnearlity Test

Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

Work Ethic	,429	2,332
Organizational Commitment	,309	3,238
Work Discipline	,261	3,829

Source: Processed primary data, 2022

In Table 8, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the value of the *Variance Inflation Factor* (VIF) is below 10 so that it can be concluded that work ethic, organizational commitment and work discipline are free from the symptoms of multicollinearity so that the stages of data processing are more continued can be implemented immediately.

Heteroskedasticity Test

Based on the Heteroskedasticity test using the Glejser method for results can be seen in the table below:

Table 9
Glejser Test

Variable	Sig.
Work Ethic	0,067
Organizational Commitment	0,209
Work Discipline	0,224

Source: Processed primary data, 2022

From Table 9 above, it can be seen that work ethic, organizational commitment and work discipline have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is used to find out the regression coefficient of the independent variable and how it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained by using the SPSS V program ersi 23 as in the following table:

Table 10
Multiple Linear Regression Results of Research Variables

Constants and Free Variables	Regression Coefficient	Significant	Information
(Constant)	17,412	0,000	-
Work Ethic	0.194	0.010	Influential
Organizational Commitment	0.148	0.017	Influential
Work Discipline	0.215	0.004	Influential

Sumber: Primary data processed, 2022

Based on regression results from Table 4. 10 above, then multiple linear regression equations can be determined in this study as follows:

$$Y = 17.412 + 0.194X_1 + 0.148X_2 + 0.215X_3$$

The interplay over the regression equation obtained is as follows:

1. The constant of 17.412 states that if the variables of work ethic (X_1), organizational commitment (X_2) and work discipline (X_3) are considered constant or neglected, then performance employees (Y) of 17,412.
2. The work ethic regression coefficient (X_1) is 0.194 meaning that if other independent variables have a fixed value and work ethic increases by 1 unit of weight, then employee performance will experience an increase of 0.194, similarly in the opposite circumstances. A positive coefficient means that work ethic has a positive effect on the performance of PT employees. Five Mountains Padang Refinery.
3. The regression coefficient of organizational commitment (X_2) is 0.148 meaning that if other independent variables are fixed in value and the organization's commitment n has an increase of 1 unit of weight, then employee performance will experience an increase of 0.194, as well as in the opposite circumstances. A positive coefficient means that organizational commitment has a positive effect on the performance of PT. Kilang Lima Gunung Padang.
4. The regression coefficient of work discipline (X_3) is 0.215 meaning that if other independent variables are fixed in value and work discipline has an increase of 1 unit of weight, then employee performance will experienced an increase of 0.215, and in the opposite state. A positive coefficient means that work discipline has a positive effect on the performance of PT. Five Mountains Padang Refinery.

T-test (Partially)

The t test is a test where the test is carried out to find out whether a hypothesis is accepted or rejected. A hypothesis is accepted if $t \text{ counts} \geq t \text{ table}$, with a significance level value (p-value) below 0.05 then the hypothesis is accepted, otherwise if the significance level of the result count greater than 0.05 maka hypothesis rejected.

Table 11

Test Results t

Variable	t_{count}	t_{table}	Sig.	Conclusion
Work ethic	2,649	1,985	0,010	H ₁ accepted
Organizational commitment	2,420	1,985	0,017	H ₂ accepted
Work discipline	2,917	1,985	0,004	H ₃ accepted

Source: Processed primary data, 2022

The Effect of Work Ethic on Employee Performance

Workhigh-fives for employees are very important for the success of employees and the achievement of organizational goals (Wirawan (2015). The results of the study found that work ethic has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. The results give an idea that the employees of PT. The Lima Gunung Padang Refinery views work ethic as one of the determinants of their increasing performance. It can be said that if the work ethic is like the efforts of employees in carrying out each of their work, then the employee's performance will increase. On the other hand, if in every employee's business work is not optimal, then employee performance decreases.

The results of this study are in line with research conducted by Yuliarti (2016) which proves that work ethic affects employee performance positively and significantly. The same is the case with Wahid's research (2016) which proves that work ethic affects employee performance in a positive and significant direction. The results of this study show that employees recognize work ethic as a determinant of improving employee performance, when employees do their jobs sincerely, carry out fully responsibility, having creativity and working diligently will encourage employees to be able to improve their performance. Research is also supported by Dolonseda & Watung (2020) which proves that work ethic affects employee performance positively and significantly. In his research, it was explained that employees or leaders in a company or institution must have a high work ethic, otherwise the company will be difficult develop and win the competition in seizing its share.

The Effect of Organizational Commitment on Employee Performance

Trusted commitment is an important factor that affects employee performance. Commitment to the employee gives birth to a strong sense of attachment in the employee to the organization in which he serves. If the employee has felt this emotional attachment, then he becomes more active and happy in working so that his work achievements become more improved (Athar, 2020). Based on the results of the calculation of organizational commitment variables, it has a positive and significant

effect on the performance of PT. LimRefinery a Gunung Padang. The results of this study show that employees recognize that organizational commitment is a determinant of their improved performance.

The results of this study are in line with research conducted by Nurzaman (2020) proving that organizational commitment has a positive and significant influence on employee work. Another study conducted by Athar (2020) showed that the commitment of the chassis organi has a positive and significant effect on employee performance. That is, the higher the employee's commitment to the organization, the more employee performance will increase. Conversely, the lower the employee's organizational commitment, the employee's performance will be un.

The Effect of Work Discipline on Employee Performance

Discipline is the awareness and desire of employees to obey the company and the social standards that exist in the company. The loss of discipline will affect the efficiency and effectiveness of the work (Hasibuan, 2016). If labor discipline in employees is difficult to implement, then the goals of the company that have been previously set have the possibility of not being achieved (Yuliarti, 2016). From the results of the observation of work discipline variables, it has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. The results of this study show that employees recognize that work discipline is a determinant of their increased performance.

Hasil this research is in line with previous research conducted by Jung et al. (2020) shows that discipline affects employee performance in a positive and significant direction. Research by Effendy & Fitria (2020) shows that work discipline has a positive and significant effect on employee performance. If work discipline can be managed properly from the company, it will be able to produce compliance with employees with all the rules that apply to the organization that aims to improve employee performance

IV. Conclusion

In the results of the research that has been carried out, the conclusions in this research are: First, e-to-five work has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. That is, the higher the work ethic, the more employee performance will improve.

Second, organizational commitment has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. That is, the higher the commitment of the organization, the more employee performance will increase. And third, work discipline has a positive and significant effect on the work of PT. Five Mountains Padang Refinery. That is, the higher the commitment of the organization, the more employee performance will increase.

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