ASSESSING THE IMPACT OF MOTIVATION, WORK DISCIPLINE, AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT

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Abstract –   This study aims to analyze the influence of motivation, work discipline and work environment on organizational commitment (Case study at Wanasari district office). This study used quantitative methods using Likert measuring devices and primary data from questionnaires filled out by employees of the Wanasari district office as many as 24 respondents. The data analysis technique in this study is a multiple linear regression test using the SPSS application version 25. The results showed that motivation, work discipline, and work environment partially and simultaneously had a positive and significant effect on the organizational commitment of the Wanasari District Office, Cibitung, West Java, Indonesia

Keywords: motivation, work discipline, work environment, organizational commitment

I. INTRODUCTION

The importance of human resource management (HR) in a company is an undeniable fact. According to (Arifudin &; Rusmana, 2020) Organizations that grow and develop well will focus on human resources to carry out their functions optimally, especially in the face of the dynamics of environmental changes occurring. No matter how big a company is, it will be meaningless if it does not have human resources with good management capabilities. Companies with good organizational commitment will easily maximize employee participation in company development. Employees who have a stronger commitment will have a desire to stay and optimize their participation in organizational development.

Wanasari district office as a public service entity faces challenges to increase employee organizational commitment in order to achieve company goals optimally. The factors that influence organizational commitment in this study are predicted to be motivation, work discipline and work environment at the Wanasari district office.

This research was motivated by the research gap in previous research. Based on research from Suputra (2018) and Sanosra (2018) which states that work motivation has a significant effect on organizational commitment. Sari (2018) shows that motivation does not have a significant effect on organizational commitment. Meanwhile, Prabasari's research (2018) shows that discipline variables have a positive and significant effect on organizational commitment. Research by Wang et al. (2021) shows that the results of work environment variables have a positive effect on organizational commitment. Meanwhile, in the context of banking, research by Gupta et al. (2022) shows that motivation, discipline, and work environment variables have a positive effect in the form of employee organizational commitment in the banking environment.

Organizational Commitment

Commitment is important because it will show a sense of attachment between employees and the organization. Robbins (2019) defines organizational commitment as a condition in which employees support a particular organization, its goals, and desire to continue to be a member of the organization. According to Morrow, it is suggested that organizational commitment is formed through individual processes with organizational goals, values, and norms. This theory emphasizes the role of individual identification with the organization in forming strong commitments. (KR. Suwena, 2015). Moreover, Fitriani et al. (2023) found that emotional bonding between employees and the organization are formed over time.

Organizational commitment is the psychological relationship of individuals in an organization characterized by strong trust and acceptance of organizational goals and values, standing, willingness to strive to achieve them. The advantages of the organization as well as a strong desire to maintain its position as a member of the organization. Colquitt et al. (2019) dstated that organizational commitment consists of 3 types, that are affective, continuance and normative organizational commitment.

Motivation

According to Maruli (2020), work motivation is everything that arises from one's desires, raises enthusiasm and desires from within a person that can influence and direct and maintain behavior to achieve goals or desires consistently with the scope of work. According to Prawira (2014) According to Shadily and Eschols (2003), motivation is the root word from the Latin movore, which means motion or drive to move. The Big Indonesian Dictionary (KBBI) suggests that motivation can be explained that motivation is a desire that arises from oneself consciously in carrying out work activities both individually and in groups to achieve goals.

Motivation can be concluded that is a desire or strength that exists in individuals to carry out an activity characterized by the occurrence of feelings of desire to complete work so that it can influence behavior to achieve the goals set by the company. According to Afandi (2018: 29) provides several specific motivational indicators as follows: 1) Reciprocity. 2) Working conditions, 3) Work Facilities, 4) Work Performance, 5) Recognition from superiors, 6) The work itself.

Work Discipline

Good discipline reflects a person's sense of responsibility towards a given task. This encourages the spirit of achievement, morale and achieving the goals of agencies, employees and companies. According to (Sumandhinata, 2018), work discipline is a tool used by managers to communicate with their employees to be willing to change their behavior and increase individual awareness and willingness to comply with all applicable regulations and social standards within the company. According to Farida and Hartono (2016), work discipline is a rule and order that must be carried out or implemented firmly by humans in activities or work to achieve goals.

According to some of the opinions of the experts above regarding work discipline, work discipline can be understood as an attitude of respect and compliance with applicable regulations, both written and unwritten. Discipline can be an example to 18 others. However, if an organization does not take disciplinary action that will affect others, for example, disciplined employees will become undisciplined, but if the organization takes disciplinary action, then undisciplined employees must comply with applicable regulations. So like it or not the employee will be disciplined.

According to Sutrisno, (2019) indicators related to work discipline include: 1) Regulations for entry and exit times and breaks. 2) Basic rules of dress and behavior in the workplace. 3) Rules for how work should be carried out and related to other work units. 4) Rules about what officials can and cannot do while in the organization.

Work Environment

Farida and Hartono (2016) consider work environment as a condition where a good workplace includes physical and non-physical which can give the impression of being pleasant, safe, peaceful, feeling at home or at home, and so on. A good work environment is very important because it can affect employee welfare, productivity, and satisfaction. One important aspect of the work environment is its physical aspect. It covers the physical conditions of the workplace such as lighting, ventilation, temperature, noise, and safety. A physically comfortable work environment can improve employee comfort and health, which in turn can increase productivity.

In addition, the work environment also includes its psychological aspects. It involves factors such as clarity of purpose, autonomy in work, and social support from co-workers and superiors. A work environment that rewards and recognizes employee contributions can also increase motivation and job satisfaction. Employees who feel valued and supported tend to be more dedicated and passionate about doing their jobs. The social aspect of the work environment includes relationships between fellow employees and group dynamics. Sedarmayanti (2016) divides work environment into two dimensions, namely the dimensions of the physical work environment with indicators: 1) lighting, 2) air temperature, 3) noise, 4) work safety and non-physical work environment, 5) work relationship of superiors - employees, 6) employee - employee employment relationship.

Hypothesis

Based on the problem formulation, literature review, framework, and previous research that has been described earlier, the author proposes several hypotheses in this study as follow.

(1) H1: There is an influence of Motivation on Organizational Commitment at the Wanasari District Office.
(2) H2: There is an influence of Work Discipline on Organizational Commitment at the Wanasari District Office.
(3) H3: There is an influence of the Work Environment on Organizational Commitment at the Wanasari District Office.
(4) H4: There is an influence of Motivation, Work Discipline, and Work Environment on Organizational Commitment at the Wanasari District Office.

Research Framework

The analysis model used in this study describes the relationship between independent and dependent variables. The dependent variables considered in this study are motivation, work discipline and work environment towards organizational commitment. Based on a review of the theoretical and research foundations so far, this research framework can be compiled as follows:

Figure 1

Research Framework
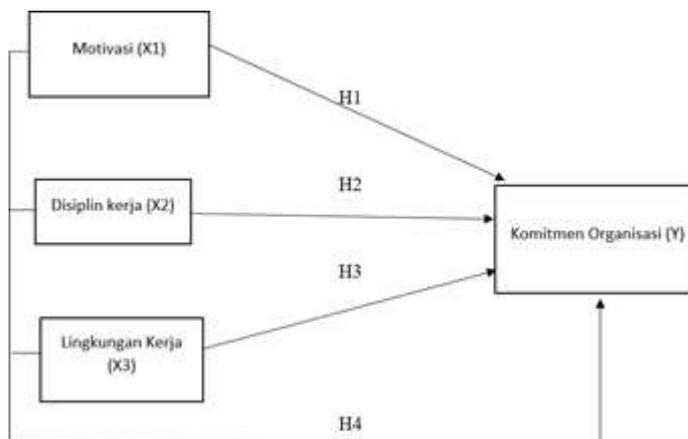
Source: Authors (2024)

II. METHODS

According to Sugiyono (2013: 117) Population is a generalization consisting of objects and subjects with characteristics set by the researcher studied. The population used in this study were employees of the Wanasari district office. The total number of employees is 24 people. In this study, the authors used *the nonprobability sampling* method, which is a sampling technique that does not provide equal opportunities for all members of the population to be selected as samples. The number of samples in this study corresponds to a population of 24 samples.

This study used primary data sources and secondary data. According to Sugiyono (2017), primary data is a data source that presents data directly to data collectors. The primary data source is the results of questionnaires distributed to respondents about the influence of motivation, work discipline and work environment on organizational commitment. For secondary data used by the author is obtained from literature research. Literature research is carried out as a basis for the preparation of scientific literature. In literature research, the author collects data by studying books, research results, and other things related to his research.

This study used questionnaires as a data collection method. Questions in the questionnaire were inferred using the Likert scale. According to Sugiyono (2019), responses to instruments using the Likert scale have a measure from very positive to very negative and in the form of words with scores.

Validity Test As a research measurement tool, the instrument must be effective before it can be used to measure the object being measured. Research instruments must also be reliable, meaning that using instruments to measure the same object will still produce the same data many times. The validity test is carried out by comparing the calculated r value with the r table for degree of freedom

(df) = n-2. In this case, n is the number of samples in the study. Criteria: 1) if r counts > r table, then the questionnaire is valid, 2) if r counts < r table, then the questionnaire is invalid.

Reliability Test According to Sugiyono (2018: 268), the reliability test is the consistency and stability of data or findings. The data is unreliable and cannot be retrieved further processing as this will lead to biased conclusions. A measurement is said to be reliable if it shows consistent, consistent results over time. Reliability tests are performed after validity tests and validated statements. Cronbach's alpha is between 0.50 and 0.60. In this study researchers chose 0.60 as the reliability coefficient. If Cronbach's alpha value $\alpha > 0.60$ then the instrument has good reliability, in other words, the instrument is reliable or reliable. 2. If Cronbach's alpha value < 0.60 then the instrument tested is not reliable.

The data analysis technique used in this study is multiple linear regression analysis. Regression analysis is an analysis that measures the influence of the independent variable on a dependent variable. According to Sugiyono (2017), multiple regression analysis examines what happens to the dependent variable (criterion) when two or more independent variables are manipulated as predictors (improvement) in a study (increase) used when wanting to predict. If the number of independent variables is at least two, multiple regression analysis is performed. The calculation will be done with the help of SPSS (Statistical Product and Service Solution) version 25. The regression equation is: $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$.

Where : Y : dependent variable

X : (1,2,3,...) : independent variable

a : constant value

β:(1,2,3,...):Regression coefficient value

To test passively each vaiabel used Test t. The result of the t-test is displayed in the signification column in the coefficient table. If the value of t or the probability of significance t 0 > 0.05 then it can be said that there is still a significant influence between each independent variable on the dependent variable. A decision with significance $(\alpha) = 0.05$ is determined in the following way:

a. Ho is accepted if t table > t count

b. Ha is accepted if t table < t count

c. Remarks: t count is allowed using $\alpha = 0.05$.

The F test simultaneously tests the regression coefficients of the independent and dependent variables. This test compares the calculated F value with Table F and compares the significance level F from Table F and the significance level of < F. If it is 0.05 then it can be concluded that the independent variable of 70 has a significant influence on the dependent variable, and vice versa.

III. RESULTS AND DISCUSSION

The results of the validity test using SPSS show that all statement items are presented on each variable. Thus the statement item can be declared valid because the significant value < 0.05 (alpha) / r calculate > r table so that it can be used in research. While the reliability test obtained the results of the Cronbach Alpha value > 0.60 so that it can be stated that the data is reliable and can be used in this study.

The normality test i is performed to determine whether independent variables (motivation, work discipline, work environment) and dependent variables (organizational commitment) in the regression model have a normal distribution. To test it, use the normal probability plot method. This determines whether the spread of data (points) is actually within the normal region (diagonal) and displays the standard residual cumulative probability. Conversely, if the data (points) are far from normality (diagonal), then the normality assumption is not met. The normality test uses the Kolmogurov-Smirnov (K-S) test with an alpha of 0.05. If the significance is greater than 0.05, then the data is declared normally distributed.
(Ghozali, 2016).

Table 1
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		24
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	5.64694070
Most Extreme Differences	Absolute	.120
	Positive	.120
	Negative	-.082
Test Statistics		.120
Asymp. Sig. (2-tailed)		.200c,d

Based on table 1 of the Kolmogorov-Smirnov test, it shows that the data obtained are normally distributed with significant values of 0.200 > 0.05 so that the data used are normally distributed.

Multicollinearity Test

This test is used to check whether there is a high correlation between explanatory variables in the regression model. When the correlation between independent variables is high, then the relationship between independent and dependent variables is broken. This test is carried out by comparing the variance of inflation factor (VIF) by the tolerance value. The value requirements for this test include:
a. If the tolerance value > 0.1 and the VIF value < 10, multicollinearity does not occur.
b. If the tolerance value < 0.1 and the VIF value > 10, multicollinearity occurs.

Table 2
Multicollinearity Test Results

Coefficientsa					
Type	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	Collinearity Statistics

|		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-13.452	17.497		-.769	.451		
	X1	.924	.392	.424	2.357	.029	.887	1.128
	X2	.704	.774	.342	.910	.374	.203	4.924
	X3	.119	.851	.054	.139	.890	.195	5.130
a. Dependent Variable: Y								

From the table data above, it can be seen that the tolerance value of the three independent variables is above 0.1, namely with 0.887, 0.203, 0.195 respectively for motivation, work discipline, and work environment. While the value of Variance Inflation Factor (VIF) less than 10, namely 1.128, 4.924, 5.130 respectively for motivation, work discipline, and work environment, it can be concluded that there is no multicollinearity in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to determine the variance inequality between the residue of one observation and another observation. In this study, heteroscedasticity tests were carried out using scatterplots. Criteria for taking this test:
a. Heteroscedasticity occurs when points have a certain pattern, for example forming a certain regular pattern (wavy, widened, then narrowed).
b. If there is no clear pattern and the dots are scattered above and below the number 0 on the Y-axis, heteroscedasticity does not occur.

Figure 2
Heteroscedasticity Test Results
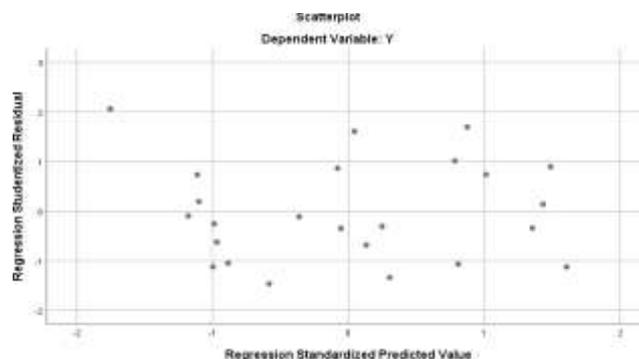
Based on the Scatterplot graph above, it shows that the points are scattered, so it can be concluded that heteroscedasticity does not occur in the regression model.

Hypothesis Testing

This test was conducted to measure how much influence the relationship between motivation, work discipline and work environment on organizational commitment through multiple linear regression consisting of Test R, Test F, and Test T using SPSS software version 25.

Effect of Motivation (X1) on Organizational Commitment (Y)
Determination Test (R2)

Table 3
Determination Test Results (R2) Effect of X1 on (Y)

Model Summaryb				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534a	.285	.253	6.44135
a. Predictors: (Constant), X1				
b. Dependent Variable: Y				

Based on the table above, the R2 coefficient of determination of 0.285 is included in the weak category, meaning that 28.5% of motivation variability can be explained by variable Y, namely organizational commitment. While the remaining 53.4% was explained by other variables that were not included in this study.

T Test

Table 4
T Test Results Effect of X1 on Y

Coefficientsa								
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.918	17.054		.112	.911		
	X1	1.164	.393	.534	2.963	.007	1.000	1.000
a. Dependent Variable: Y								

From the results of the analysis above, the calculated value of 2.963 > table 1.72074 with the resulting significance value of 0.007 < 0.05, then Ha1 is accepted and H01 is rejected meaning that the motivation variable affects organizational commitment.

The Effect of Work Discipline (X2) on Organizational Commitment (Y)
Determination Test (R2)

Table 5
Determination Test Results (R2) Effect of X2 on (Y)

Model Summaryb				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504a	.254	.220	6.58004
a. Predictors: (Constant), X2				
b. Dependent Variable: Y				

Based on the table above, the R2 coefficient of determination of 0.254 is included in the weak category, meaning that 25.4% of work discipline can be explained by variable Y, namely organizational commitment. While the remaining 50.4% was explained by other variables that were not included in this study.

Table 6
T Test Results Effect of X2 on Y

Coefficientsa							
Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	19.780	11.953		1.655	.112		
X2	1.038	.379	.504	2.737	.012	1.000	1.000
a. Dependent Variable: Y							

From the results of the analysis above, the calculated value of 2.737 > table 1.72074 with the resulting significance value of 0.012 < 0.05, then Ha2 is accepted and H02 is rejected meaning that the variable of work discipline affects organizational commitment.

The Effect of the Work Environment (X3) on Organizational Commitment (Y)
Determination Test (R2)

Table 7
Determination Test Results (R2) Effect of X3 on Y

Model Summaryb				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499a	.249	.215	6.60118
a. Predictors: (Constant), X3				
b. Dependent Variable: Y				

Based on the table, the R2 coefficient of determination of 0.249 is included in the weak category, meaning that 24.9% of the variability of the work environment can be explained by variable Y, namely organizational commitment. While the remaining 49.9% was explained by other variables that were not included in this study.

Table 8
T Test Results Effect of X3 on Y

Coefficientsa								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Type		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	18.073	12.732		1.419	.170		
	X3	1.107	.410	.499	2.703	.013	1.000	1.000
a. Dependent Variable: Y								

From the results of the analysis above, the calculated value of 2.703 > ttable 1.72074 with the resulting significance value of 0.013 < 0.05, then Ha3 is accepted and H03 is rejected meaning that work environment variables affect organizational commitment.

Simultaneous testing of X1, X2, X3, against Y

F Test

Table 4
Test Result of F Test (X1, X2,X3 on Y)

ANOVAa						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	543.536	3	181.179	4.941	.010b
	Residuals	733.423	20	36.671		
	Total	1276.958	23			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Based on the results of Anova's analysis, a p-value of 0.010 or less than alpha (0.05) was obtained and obtained a calculated F value of 4.941 > F table 3.10. So it can be concluded that the fourth hypothesis (Ha4) which states motivation, work discipline, and work environment simultaneously have a positive and significant effect on organizational commitment is acceptable.

IV. CONCLUSION

Based on the results of research data analysis on the Effect of Motivation, Work Discipline and Work Environment on Organizational Commitment (Case Study at Wanasari district office), the following conclusions can be drawn:
1. The test results partially prove that motivation (X1) has a positive and significant effect on organizational commitment (Y) is acceptable. The results of research on the relationship between motivational variables to organizational commitment are in accordance with previous research by Wardhani (2015), Suputra (2018), Sanosra (2018), with the results of motivation having a significant effect on organizational commitment.
2. The test results partially prove that work discipline (X2) has a positive and significant effect on organizational commitment (Y) is acceptable. The results of the relationship between work discipline variables on organizational commitment in accordance with previous research by Liana and Irawati (2014) stated that work discipline has a positive and significant effect on organizational commitment and employee performance.
3. The test results partially prove that the work environment (X3) has a positive and significant effect on acceptable organizational commitment (Y). The results of the relationship between work environment variables to organizational commitment in accordance with previous research by Sunengsih (2014) stated that the work environment has a significant effect on organizational commitment.
4. The test results partially prove that motivation (X1), work discipline (X2) and work environment (X3) have a positive and significant effect on acceptable organizational commitment.

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