

Employee Performance: Organizational Commitment, Motivation, Work Ability, and Work Environment

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Abstract

Employee performance is an interesting topic to study, because employee performance determines company performance. The purpose of this study was to determine and analyze the effect of organizational commitment, work motivation, work ability, work environment on employee performance partially and simultaneously. This type of research is quantitative research. The study population was all permanent employees of PT. Austin Engineering Indonesia 154 employees. The sampling technique uses saturated samples, so that the sample of this study is the same as the population, which is 154 samples. Testing data using multiple linear regression analysis, and hypothesis testing using t test and F test. The results of research based on partial testing show that organizational commitment has a significant effect on employee performance, work motivation has a significant effect on employee performance, work ability has a significant effect on employee performance and work environment has a significant effect on employee performance. The F test results simultaneously showed that organizational commitment, work motivation, work ability, and work environment significantly influence employee performance.

Keywords: *Employee Performance, Organizational Commitment, Work Motivation, Work Ability, Work Environment*

INTRODUCTION

Organizational success strongly determine in managing human resource commitment. Employee commitment to the organization can determine the achievement of goals, because employees who are highly committed to the organization are more productive. Without strong commitment of the employee, there will be no achievements performed by the employee, Burso (2018). Commitment as a sense of identification (trust in the values of the organization), involvement (willing to do their best for the organization), and loyalty (willingness to remain as member of the organization) expressed by a member to his organization, (Widiana, 2015).

According to Solong (2017), work motivation is energetic forces growing in an individuals' being, that originate both within as well as beyond himself to do a job

passionately through his abilities and skills in order to obtain work results until he achieves satisfaction as he wishes.

According to Pratama and Wardani (2017), work ability is one element of maturity related to knowledge and skills that can be obtained from education, training, and experience. The ability is closely related to the physical and mental abilities possessed by an individual to do the work and not what he wants to do.

According to Sunyoto (2015), the work environment is a very important component when employees doing their working activities. A good management of work environment is able to provide motivation to work, that will affect the employees' performance. A good working environment is one of the factors supporting employee productivity that eventually impact on increasing employees performance levels. The work environment in the company should taken into the management concern to provide a sense of security, comfort, health, and safety at work so that the activities of employees in the production process run well.

According to Masran and Mu'ah (2015), performance is the outcome of an individual as a whole during a certain period in doing his duty, such as work standards, targets or targets criteria that have been determined previously and agreed mutually. The success of an organization with a variety of performance depends on the performance of its participant. It is the human element that plays a very important role and determines success in achieving organizational goals, Prawirosentono and Primasari (2015).

Theoretically, employee performance can be influenced by several variables including organizational commitment, work motivation, work ability, and work environment. The performance of the employees of PT. Austin Engineering definitely can be connected to the variables of the study, that drives the researcher to conduct a study entitled "The Effect of Organizational Commitment, Motivation, Work Ability, and Work Environment on the Employees Performance at PT. Austin Engineering Indonesia."

Based on the background of the problems revealed, the formulation of the research problem is as follows: Does organizational commitment affect the performance of employees of PT. Austin Engineering Indonesia? Does work motivation affect the performance of the employees of PT. Austin Engineering Indonesia? Does work ability affect the performance of employees of PT. Austin Engineering Indonesia? Does work environment affect the performance of the employees of PT. Austin Engineering Indonesia? Do organizational commitment, work motivation, work ability, and work environment affect the performance of employees of PT. Austin Engineering Indonesia?

LITERATURE REVIEW

Employee Performance

Performance is a popular term in management that is defined by the term of outcome, work performance. Kasmir (2018) said individual performance is the basis of organizational performance that is strongly influenced by individual

characteristics, individual motivation, expectation, and assessments made by management towards an individual's outcome achievement.

According to Mangkunegara (2017), performance is a result in quality and quantity of work achieved by an employee in carrying out his duties based on the responsibilities assigned to him. Indicators measuring performance are quality, quantity, time, reducing property values, supervision, and relationship between employees.

Organizational Commitment

Management of human resources in the organization needs to consider the commitment of the employees. Strong commitment of the employee is an indicator to the achievement of organizational goals. Organizations will be easier to achieve goals and targets if employees have strong commitment to the organization.

According to Busro (2018) there are three approaches to organizational commitment, namely: 1) Affective commitment, related to the desire to be attached to the organization of the employees' positive emotional attachment to the organization. 2) Continuance Commitment, is an awareness of the costs that must be borne (financial losses and other losses) related to the costs of losing organizational membership. 3) Normative commitment, is employees' feeling obliged to stay in the organization because of moral debt to the organization.

Work Motivation

According to Tegar (2019) motivation is the overall energetic forces within an individual's to initiate work activities that guarantee continuity and provide guidance of activities to achieve the goals. A more systematic view, according to Busro (2018), suggests that the notion of work motivation includes effort, organizational goals, and needs. The effort element is a measure of intensity. Indicator for measuring motivation as follows:

- a) Motivation to reach the goal
 1. Encouragement to achieve good outcome to achieve company goals according to predetermined targets
 2. Motivation to achieve maximum performance.
- b) Passion to work
 1. Employees are eager to work smarter and work hard.
 2. Employees are eager to accomplish the work better and more optimally.
- c) Initiative and Creativity
 1. Employees are given the opportunity to improve their abilities and work skills.
 2. Employees attempt to be more initiative in completing work.
 3. Employees attempt to be creative when having difficulty completing work.
- d) Responsibility
 1. Employees always attempt to be disciplined in doing his work.
 2. Employees are responsible for completing the work assigned to them.

Work Ability

According to Wijaya (2017) work ability is compatibility to show individual capacity to actualize various tasks in work. It is an assessment of what a person is doing recently. The whole ability of individuals is basically formed by two groups of important factors: intellectual and physical abilities.

Indicators measuring work ability are as follows:

- a) Intellectual abilities, namely:
 1. Understand the work assigned
 2. Able to overcome obstacles in his work
 3. Having high memory
 4. Having high skills in using work equipment
- b) Physical abilities, namely:
 1. Responsive in doing work
 2. Able to work beyond his working hours
 3. Able to work even when having poor body condition
 4. Able to work faster than other employees.

Work Environment

A good work environment can increase employee productivity and job satisfaction. According to Siagian (2016), he argues that the benefits of the work environment are creating work passion, that influence in increasing productivity and work performance, in addition work environment can affect employee job satisfaction. Job satisfaction arises as a result of work situations that exist within the company. Job satisfaction reflects the employee's feeling towards the work environment such as being happy or not, being comfortable or not. Work environment indicators according to Hasibuan (2018) are as follows:

- a) The facilities to do work
- b) Comfortable workplace
- c) Safety
- d) Absence of noise

RESEARCH METHODS

The type of design research used in this study is quantitative research using primary data sources obtained from research objects, by distributing questionnaires to selected respondents with quantitative analysis methods approaches. This study uses a descriptive design that aims to describe the variables studied and about the dependent variable, thus producing comprehensive information related to the variables studied (Umar, 2019)

Population of the Study

Sugiyono (2017) argues that population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study involved 154 permanent employees of PT. Austin Engineering Indonesia.

Samples of the Study

The sample in this study was 154 employees using saturated samples. According to Sugiyono (2017), saturated sampling is a sampling technique that involves all members of the population as sample, it is used if the population is relatively small, less than 30 or researchers intends to make generalizations with small errors. Another term for saturated samples is census, where all populations are sampled.

Instrument of the Study

Sugiyono (2017) states that the Likert Scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. This study uses a Likert Scale then the variables are transcribe into indicator variables.

Data Analysis Technique

Data analysis in this study is using quantitative analysis. Data analysis is conducted after the data is collected from all respondents. Data analysis techniques in quantitative research used inferential statistics. Inferential statistics often known as inductive statistics or probability statistics techniques used to analyse sample data and the results are applied to populations. These statistics are called probability statistics because the conclusions made for the population based on the sample data

Multi Linear Regression

Data analysis in this study used a regression technique namely multiple linear regression analysis. Regression analysis is to determine the effect of independent variables on the dependent variables: Organizational Commitment (X1), Work Motivation (X2), Work Ability (X3), Work Environment (X4) and the dependent variable: employee performance (Y).

The equation of multiple linera regression is as follow, (Sugiyono, 2017):

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Description:

Y	= Employee's Performance
α	= Konstanta
X1	= Organizational Commitment
X2	= Work Motivation
X3	= Work Ability
X4	= Work Environment
b1, b2, b3, b4	= Coeffisien regression of Independent Variable
e	= <i>Error</i>

Research Findings

Multiple Regression Analysis

Based on the results of the data processing, the following multiple linear regression equation is obtained.

**Table 1. Regresi Linier Berganda
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	-10.853	3.590		-3.023		.003
Organizational Commitment	.228	.064	.213	3.581		.001
Work Motivation	.160	.057	.145	2.789		.006
Work Ability	.346	.059	.337	5.816		.000
Work Environment	.527	.068	.520	7.716		.000

Source of data analysis, 2020

$$Y = -10.853 + 0.228X_1 + 0.160X_2 + 0.346X_3 + 0.527X_4 + e$$

From the above equation it can be concluded that constant coefficient is -10.853 means organizational commitment, work motivation, work ability, and work environment as independent variable studied at PT. Austin Engineering Indonesia, thus it is obtained that there is no significant effect towards employees performance, in which by having the value of employee performance -10.853, if the value of organizational commitment is 0.228, it means that when X1 increases by 1%, thus employee performance will increase 0.228. The value of work motivation is 0.160 means when X2 increases by 1%, then the employee performance will also increase 0.160. if work ability has the value of 0.346 it means when x3 increases by 1%, then the employee performance will increase 0.346. In addition, if the value of work environment has 0.527 means when X4 increases 1%, therefore employee performance also will increase 0.527.

T-Test (Partial Test)

The t test statistics shows the influence of independent variable individually in describing the variation of the dependent variable. The T test was conducted by comparing the value of t-count with the value of t-table. If the value of t-count > t-table at a significance level $\alpha = 0.05$ from the t value of organizational commitment (X1), Work motivation (X2), Work ability (X3), and work environment (X4), then H_0 is rejected and H_a is accepted, meaning that the independent variable partially has positive on the dependent variable.

Table 2
Partial Result (t Test)

Model	Coefficients ^a			t	Sig.
	Unstandardized		Standardized		
	B	Std. Error	Beta		
(Constant)	-10.853	3.590		-3.023	.003
Organizational Commitment	.228	.064	.213	3.581	.001
Motivation	.160	.057	.145	2.789	.006
Work Ability	.346	.059	.337	5.816	.000
Work Environment	.527	.068	.520	7.716	.000

Dependent Variable: Employee Performance

Source of data analysis, 2020

1. Organizational Commitment has a value of t_{count} of 3.581 > 0.677 t_{tabel} , with a significant value $0.001 < 0.05$, thus H_01 is rejected and H_a1 is accepted, means organizational commitment has a positive and significant effect on employee performance.
2. Work motivation has a value of t_{count} of 2.789 > 0.677 t_{tabel} , with a significant value $0.004 < 0.05$, then H_02 is rejected and H_a2 is accepted means that work motivation has a positive and significant effect on employee performance.
3. Work ability has a value of t_{count} of 5.816 > 0.677 t_{tabel} with a significant value $0.000 < 0.05$, thus H_03 is rejected and H_a3 is accepted, means that work ability has a positive and significant effect on employee performance.
4. The work environment has a value of t_{count} of 7.716 > 0.677 t_{tabel} with a significant value $0.000 < 0.05$, thus H_04 is rejected and H_a4 is accepted, means that work environment has a positive and significant effect on employee performance.
5. The work environment is an independent variable that is partially the most dominant influence on employee performance.

Based on the results of the t test (partial test) explain previously, it shows that variable organizational commitment, work motivation, work ability, and work environment have a positive effect on the performance of employees of PT.Austin Engineering Indonesia.

b. F Test (Sumultan Test)

The F test aims to determine the effect of the independent variables simultaneously on the dependent variable.

Table 3
Simultan Test (F Test)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1828.985	4	457.246	87.420	.000 ^b
Residual	475.974	91	5.230		
Total	2304.958	95			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), work environment, motivation, work ability, organizational commitment.

Source: Data analysis of the study, 2020

Table 3 shows the F_{count} of $87.42 > 2.47 F_{tabel}$ and a significant value of $0.000 < 0.05$, meaning that H_05 is rejected and H_a5 is accepted. It can be concluded that organizational commitment, work motivation, work ability, and work environment simultaneously have a positive and significant effect on the performance of employees of PT. Austin Engineering Indonesia.

Discussion

Effect of Organizational Commitment On Employee Performance

The result of testing the organizational commitment hypothesis obtained a value of T_{count} of 3.581 bigger when compared to T_{tabel} with $df = n - 2 = 96 - 2$ namely 0.677 and a significant value of $0.000 < 0.05$, then H_a1 is accepted, thus test partially, organizational commitment has a positive and significant effect on the performance of employees of PT. Austin Engineering Indonesia. This is because organizational commitment can influence for better employee performance. The results of the research supports the results of researcher by Neiniger, et al. (2010), Sutanto (2015), Dadie&Nugraheni (2016), Sapitri (2016), Masydzulhak, Ali, and Anggraeni (2016), Krisnawati&Suartana (2017), Mekta&Siswanto (2017), Pane&Fatmawati (2017), Rachmaliya & Efendy (2017), Andyanto, Pratikto & Jaman (2018), Fenia (2018), and Adil, Sendow&Lumintang (2018). Andyanto, Pratikto&Jaman (2018), Mahmudin (2018), Prabayanthi&Widhiyani (2018), and Kasumawati&Satria (2019).

Effect of Work Motivation on Employee Performance

The results of hypothesis testing of work motivation obtained a value of T_{count} of 2.789 bigger when compared to T_{tabel} with $df = n - 2 = 96 - 2$ namely 0.677 and a significant value of $0.000 < 0.05$, then H_02 is rejected and H_a2 is accepted, thus in partial test work motivation has a positive and significant effect on the performance of employees of PT. Austin Engineering Indonesia. It is because motivation can influence employee performance results better. These findings are consistent with research by Neiniger, et al. (2010), Marliani (2015), Respatiningsih (2015), Masydzulhak, Ali, and Anggraeni (2016), Nuswantoro, Suddin&Ernawati (2016), Chandrasari (2017), Krisnawati&Suartana (2017), Koleangan, Tewal&Trang (2017), Manik&Sidharta (2017), Setiawan&Siagian (2017), Fenia (2018), Heruwanto,

Septian&Kurniawan. (2018), Mariati&Mauludin (2018), Mahmudin (2018), and Kasumawati&Satria (2019).

Effect of Work Ability on Employee Performance

Based on the results of testing hypothesis in this study, work ability has positive and significant effect on employee performance obtained a value of T_{count} of 5.816 bigger when compared to T_{tabel} 0.677 and a significant value of $0.000 < 0.05$, then H_03 is rejected and H_a3 is accepted, thus the partial test of Work Ability variables has a positive and significant effect on employee performance at PT. Austin Engineering Indonesia. This is because having good work ability enable to complete the work well. Therefore, it can be concluded that a good employee's work ability will affect employee performance skills. The results of the research support the results by Aisha, Harjomidjojo&Yassierli (2013), Arini, Mukzam&Ruhana (2015), Kontu, Mekel&Moniharapon (2015), Koleangan, Tewal&Trang (2017), Nurhaedah *et al.*, (2018), Kasumandari, Manik&Sidharta (2017), Suharto&Silitonga (2018), Aprilia (2018), and Setiawan&Siagian (2017).

Effect of Work Environment on Employee Performance

Based on the result of hypotesting of the research, the work environment has a positive and significant effect on employee performance obtained T_{count} of 7.716 bigger when compared to T_{tabel} 0.677 and a significant value of $0.000 < 0.05$, then H_04 is rejected and H_a4 is accepted, thus in a partial test the work environment has a positive and significant effect on the performance of the employees of PT. Austin Engineering Indonesia. This is due to a clean and comfortable work environment for employees is able to influence employee performance better. The results of this study support the results of research by Malik (2011), Lankeshwara (2016), Heruwanto, Septian&Kurniawan. (2018), Putri, *et al.* (2019), Tankawarou *et al.*, (2019).

The Effect of Organizational Commitment, Work Motivation, Work Ability, and Work Environment on Employee Performance

Based on the results of testing hypothesis in this study, organizational commitment, work motivation, work ability, and work environment simultaneously have a positive and significant effect on employee performance, the F_{count} 87.420 is bigger than F-value (table) 2.47 and a significant value of $0.000 < 0.05$, means that H_05 is rejected and H_a5 is accepted, thus the F test simultaneously has an influence on the performance on the performance of the employees of PT. Austin Engineering Indonesia. This is because organizational commitment, work motivation, work ability, and work environment can improve employee performance thus the company's goals, vision and mission can be achieved and in line with the organization's targets. The results of this study support the research results of Sambira (2017) and Pratama (2018).

Conclusion

Based on the results of the research and discussion it can be concluded as follows: Organizational Commitment has a positive and significant effect on the

performance of employees of PT.Austin Engineering Indonesia, Motivation has a positive and significant effect on the performance of employees of PT.Austin Engineering Indonesia, Work Ability has a positive and significant effect on the performance of employees of PT.Austin Engineering Indonesia, Work Environment has a positive and significant effect on the performance of employees of PT.Austin Engineering Indonesia, Organizational Commitment, Motivation, Work Ability, and Work Environment simultaneously has a positive and significant effect on the performance of employees of PT.Austin Engineering Indonesia

Suggestion

Based on the conclusions and results of the study, suggestions can be given as follows: it is expected that the company can continue to maintain employees who have a strong organizational commitment in order to improve performance and create loyal employees so as to maintain the performance owned by the employees thus the company's goals, vision and mission can be achieved. To improve employee performance can be done by providing motivation for employees in order to improve their work performance, be creative, and responsible in doing his work. PT.Austin Engineering Indonesia is expected able to maintain work performance possessed by its employees which is shown through their good work ability, creativity, responsible in completing their work. Therefore, training is required to improve the quality of the company. The company also should improve the atmosphere of good work environment in improving the quality of employee performance, especially in term of the placement of equipment that can distract employees activities, one of them is air pollution. Employees' performance need to be maintained, or improved to increase productivity and satisfying results and quality.

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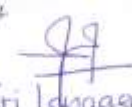
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