DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

The Effect of Work Environment, Commitment, and Discipline on Employee Performance

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Abstract: This study is to Influence the Work Environment, Commitment, and Discipline on Employee Performance at PT. Bank Rakyat Indonesia (Persero) TBK Makassar Region Internal Audit. The total population in this study were all employees of PT. Bank Rakyat Indonesia (Persero) TBK Audit, totaling 50 people. The number of samples in this study is relatively small, so the sample used in this study is the entire population of 50 people. This research was conducted using a survey approach, the type of research conducted was descriptive quantitative. Data collection was carried out using questionnaires, literature, and observation. Data analysis used descriptive and inferential statistics (multiple linear regression). The results of this study indicate that simultaneously the work environment variables, commitment, and discipline have a significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) TBK Makassar Region Internal Audit. Partially the work environment variables, commitment, and discipline have a significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) TBK Makassar Region Internal Audit

Keywords: Work Environment, Commitment, Work Discipline, Employee Performance.

1. INTRODUCTION

Human existence in an organization has a very vital position. The success of an organization is largely determined by the quality of the people working in it. Changes in the environment that are so fast demand their ability to capture the phenomenon of these changes, analyze their impact on the organization and prepare steps to deal with these conditions. Seeing this fact, the role of human resources in an organization is not just administrative, but instead is more directed at how to be able to develop the potential of human resources to be creative and innovative. Human resources are an important factor for every organization or company because without human resources the goals and objectives of an organization or company would not be achieved as planned. Human resources are not only seen as an element of production but also as humans who have emotions and personalities that can be used as a force to drive an organization or company. The shift in the role of human resources from just being a complement to being a human resource that already has a strategic role contributes to determining the future of the organization. Human resources have a contribution to determining the future of the organization through functional orientation. This means that not only supervision, direction, and control are needed, but development, creativity, flexibility, and collective management (coordination). This condition is following that the level of effectiveness of human resource management is seen to influence the improvement of individual and organizational performance. The task of human resource management, namely studying and developing various ways so that humans can be integrated effectively to achieve goals or strategically empower human resource management functions. In an atmosphere of very sharp competition, the role of the human resources department will be increasingly felt in helping line managers to achieve their goals.

Human resources are the only resources that have a reason, feeling, desire, ability, skill, knowledge, encouragement, power, and work. All these potential human resources greatly influence the organization's efforts to achieve its goals. No matter how advanced the technology, the development

of information, the availability of capital, and adequate materials are, without human resources, it will be difficult for the organization to achieve its goals. According to (Alqudah et al., 2022) Therefore, all matters that include human resources or employees must be an important concern for management, so that employees have high work performance and that organizational goals can be achieved effectively and efficiently. Many factors can improve employee performance, including creating a conducive work environment, work discipline, and high work commitment. (Gökalp & Soran, 2022) argues that the work environment is an environment where employees do their daily work. A conducive work environment includes the creation of good relations between fellow employees, good relations between superiors and subordinates, and the existence of a physical work environment which includes the size of the workspace, lighting, air temperature, color, noise level control, cleanliness of the workplace, and availability of work equipment. If the work environment is not conducive it will cause stress for employees which will ultimately lead to a decrease in employee performance.

(Vu, 2022) In addition to a conducive work environment, work discipline also plays a very important role in efforts to improve employee performance. High work discipline will accelerate the achievement of organizational goals, while low work discipline will become a barrier and slow down the achievement of organizational goals. Disciplinary activities are carried out to encourage employees to follow various standards and rules so that abuses can be prevented. The main goal is to encourage employees to show up on time. If employees come to the office on time and carry out their duties and comply with organizational regulations, it is expected that employee performance will increase. Furthermore, one's commitment to an organization or company is often a very important issue. This is so important, causing some organizations to dare to include an element of commitment as one of the requirements to hold a position/position offered in job advertisements. Unfortunately, even though employees still do not understand the meaning of commitment seriously (Turner et al., 2023). Even though this understanding is very important to create conducive working conditions so that the company can run efficiently and effectively. Based on research conducted) shows that employee commitment to the company has a positive and significant effect on employee performance. Also suggests that commitment has a positive effect on employee performance (Feng, 2023). Companies that have employees with low commitment will tend to be abandoned by employees, which means that the turnover rate in the company will increase.

Employees at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit in carrying out its duties and functions is quite extensive and has a heavy responsibility. Implementation of these tasks and functions becomes a challenge that must be faced in developing work methods that increasingly demand progress and competition. The performance shown by each employee must reflect efforts to realize the vision and mission that has been set. Based on the author's observations, in general at PT. Bank Rakyat Indonesia (Persero) Tbk performance problem is not optimal. This can be seen that there are still many employees who have not completed their work on time. This is suspected by the existence of employee saturation due to routines carried out by employees to make a person less satisfied with his job. Another thing is caused by a work environment that is not conducive. The work environment includes the workplace, facilities, cleanliness, lighting, calm and working relationships with colleagues (Kim et al., 2020). Problems that occur in the work environment are workspaces between employees that are not soundproof, poor lighting, and work relationships among employees that are sometimes at odds due to differing opinions.

In addition to the phenomena above, sometimes employees are not present during working hours or are engrossed in playing with their cell phones and chatting with co-workers. So, it can be said that employees in this office have work discipline and commitment to the organization (Liao et al., 2022). Head of PT. Bank Rakyat Indonesia (Peresero) Tbk is fully aware that in addition to paying attention to workplace conditions, it is also discipline and employee commitment to the organization because this will affect the performance of employees and the organization. Head of PT. Bank Rakyat Indonesia (Persero) Tbk has implemented various policies relating to workplace conditions, employee discipline, and employee commitment to the organization to improve employee performance (Bazart et al., 2022). According by (Kok et al., 2022) Workplace conditions, employee commitment, and

discipline must be paid attention to so that employees can become reliable human resources to face global competition and the dynamics of progress in human resource management at PT. Bank Rakyat Indonesia. This will encourage employees to carry out an action, activity, or work that is beneficial to themselves and the organization. The work was done because there was a stimulus from outside himself.

It is realized that the conditions faced by employees of PT. Bank Rakyat Indonesia (Persero) Tbk is currently experiencing various changes and paradigms that direct corporate organizations to continue to strengthen the quality of their employees in carrying out their main tasks and functions to the conditions of the work environment. These efforts are carried out by improving the work environment, and discipline, and improving employee commitment to the organization to improve employee performance (Kim et al., 2020). However, there are still some employees at PT. Until now, Bank Rakyat Indonesia Branch has not shown optimal performance. They are still many who lack discipline in carrying out the assigned tasks. Besides that, there is still a small proportion of employees who feel uncomfortable with the existing work environment and have a low commitment to their organization (Garcia et al., 2021). Therefore, the method adopted by the leadership of PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit includes improving the work environment of employees, increasing discipline, and improving employee commitment to the organization or company (Ivanova-Gongne et al., 2022).

Based on the description above, this research is directed at the influence of the work environment, commitment, and work discipline on the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit. Based on the background described above, the formulation of the problem in this study is as follows:

1. Does the work environment affect employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit?
2. Does commitment affect the performance of employees at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit?
3. Does work discipline affect the performance of employees at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit?

2. RESEARCH DESIGN AND METHOD

Research Approach This

The research uses two approaches, namely a descriptive research approach and an explanatory research approach. An explanatory approach is used to explain the effect of the independent variables on the dependent variable. According (Spivack & Woodside, 2019) The independent variables in this study consisted of work environment variables (X1), commitment (X2), and discipline (X3). While the dependent variable is employee performance (Y).

Location and Time of

Research this research was conducted at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit. The research was carried out for 2 (two) months, from April to May 2019.

Types and Sources of Data Sources.

1. Types of Data
   The types of data used in this study are as follows:
   a. Qualitative Data, is data obtained in the form of written statements or information given to PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit.
   b. Quantitative data is in the form of numbers that can be counted and related to the problem under study.

2. Data

Sources Data sources used in this study are:

a. Primary data, namely data derived from the results of questionnaires on employees at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit as research respondent.

b. Secondary Data, namely data obtained from documentation or other written reports from the results of literature studies, references, documentation, and other printed materials as well as company regulations relevant to this research.

Data Collection Techniques Data

Collection techniques carried out in this study are as follows:

1. Observation, which is carried out by directly observing certain symptoms accompanied by data collection at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit. Observations made are very effective and efficient because they can find the real situation in the field without any engineering.

2. Questionnaires, namely distributing questionnaires to employees who are considered to represent the respondents studied. Then from each question, the score is determined using a Likert scale. Questionnaires related to the independent variable and the dependent variable.

3. Documentation is a data collection technique that is carried out by studying documents, reports, and information related to research.

Population and Sample

The population in this study were all employees at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Internal Audit, totaling 50 people in 2018. Taking into account the population size which is not too large, this research uses the census method.

Methods of Data Analysis

According to (Parkes, 2017) Taking into account the research objectives, namely to analyze the effect of the work environment, commitment, and discipline on employee performance, it will be analyzed descriptively and inferentially. Quantitative respondents' answers were processed using statistical analysis of the SPSS program version 24.00. The analysis that will be carried out includes the following stages:

1. Descriptive

Analysis This analysis is used to reveal a description of field data descriptively by interpreting the results of data processing through data tabulation to respond to trends in empirical and descriptive nominal data, such as; frequency data, standard deviation, variance, and tendency to determine the condition of nominal, ordinal and interval data. The descriptive analysis is useful to support the interpretation of the results of the analysis that has been carried out in the discussion of research results.

2. Validity and Reliability

a. Test Analysis Validity

Validity is a measure that indicates the levels of validity or validity of an instrument. The instrument is said to be valid if it can measure what is desired and can reveal data from the variables studied appropriately with the method of the degree of relationship between two or more variables known as the Pearson Product Correlation Moments. The results of the validity test by consulting the critical value r table, where if the r count value > the critical value r product moment table, then the instrument is declared valid.

b. Reliability Test Reliability

Is an instrument that can be trusted enough to be used as a data collection tool because the instrument is good. A good instrument is not tendentious directing respondents to choose

certain answers. Instrument reliability testing can be carried out externally by testing stability, equivalent, or a combination of both, and internally by analyzing items on the instrument with certain techniques. The reliability test is determined by Crombach's Alpha with the condition that the instrument is reliable if it has a Cronbach's Alpha coefficient $\alpha \geq 0.60$.

3. Classical Assumptions Test

The use of the multiple linear regression method, theoretically, will produce valid estimator model parameter values if classical assumptions are tested. The classic assumptions consist of multicollinearity, heteroscedasticity, and normality.

a. Normality Test Normality

Aims to test whether in the regression model between the independent variables and the dependent variable both have a normal distribution or not. A good regression model has a normal or close-to-normal distribution. Normality detection is done by looking at the distribution of data (points) on the diagonal axis of the graph. If the data spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. Apart from using a graphical model, one way to test data normality is to look at the results of the Kolmogorov-Smirnov test. If profitability > 0.05 then the research data is normally distributed.

b. Multicollinearity

Test Multicollinearity test aims to test the regression model and found a correlation between the independent variables. A good regression model does not correlate with the independent variables. To detect whether there is an assumption of multicollinearity between the independent variables (X) to the dependent variable (Y) in the multiple linear regression model, the method is to look at the Variance Inflation Factor (VIF) value. If the VIF value is greater than ten calculation < 10. This means that the proposed model does not experience symptoms of multicollinearity, so it can be said that the model is free from one of the deviations from the classical assumptions of

c. Heteroscedasticity Heteroscedasticity

The test aims to see whether the sampling is done correctly in the right population. Regression models that contain heteroscedasticity will produce biased parameters that cause errors in treatment. The basis for deciding whether there is a symptom of heteroscedasticity is as follows:

1) If certain patterns, such as existing dots form a certain regular pattern (wavy, widened then narrowed), then heteroscedasticity has occurred

2) . -the points spread above and below the number 0 on the Y axis, there is no heteroscedasticity.

4. Inferential Analysis

a. Multiple Linear Regression Analysis

To answer the main problems and prove the truth of the hypotheses that have been stated previously, quantitative analysis is used with multiple regression methods. To prove the hypothesis that has been formulated, the Multiple Regression Analysis Model is used as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y	= Employee Performance
X1	= Work Environment
X2	= Commitment
X3	= Work Discipline
E	= Standard Error
β_0	= Constant
β_1-β_3	= Regression Coefficient

5. Hypothesis Test
   a. Determination test (R2)

   The coefficient of determination (R2) is essentially used to measure how far the regression model can explain the variation of the dependent variable. The value of the coefficient of determination is between zero (0) and one (1).R2 value means that the ability of the independent variables to explain the dependent variable is very limited. A value close to one (1) means that the independent variables provide almost all the information needed to predict the dependent variable.

   b. Simultaneous Effect Test

   To test whether all independent or independent variables included in the model have a joint effect on the dependent or dependent variable. The proof is carried out using the F test, which is to compare the F-table value ($\alpha = 5\%$) with the calculated F-value. If the value of Fount> Ftable with significance below 0.05 (5%), then simultaneously (simultaneously) the independent variables have a significant effect on the dependent variable, and vice versa if Fcount <Ftable, then the independent variables do not affect the dependent variable.

   c. Partial Effect Test (t-test)

   To show how far the influence of one independent variable/explanatory individually in applying variations of the dependent variable. The proof is done by t-test, namely by comparing the t-count value of each independent variable with the t-table (critical value with a significant level of 5%).

   If the count of the independent variable is greater than the table with a significant level <0.05 then the independent variable has a significant effect on the dependent variable.

Operational Definitions and Measurements

To facilitate understanding and clarify what is meant by the variables in this study, it is necessary to provide operational definitions. An operational definition is an element of research that tells how to measure a variable or can be said to be a kind of implementation guide on how to measure a variable. The operational definition contains indicators of a variable, which allows researchers to use relevant data for that variable. The operational definitions of the variables in this study are as follows:

Table 1. Operational Definitions

Research Variables	Definition	Indicator	Measurement Scale
Work Environment (X1)	The work environment is everything around employees that can affect their performance in carrying out the assigned tasks.	(a) relations among employees, (b) relations with leaders, (c) work facilities, and (d) workspace facilities.	Likert Scale Strongly Agree = 5 Agree = 4 Simply Agree = 3 Disagree = 2 Strongly Disagree = 1
Commitment (X2)	Organizational commitment is the degree of individual attachment to the organization and is displayed in the form of being actively involved in all forms of activity that support the progress and sustainability of the organization (Ivanova-Gongne et al., 2022)	a) Strong desire to remain as a member, b) Desire to try hard at work, c) Acceptance of company values and goals	Likert Scale Strongly Agree = 5 Agree = 4 Simply Agree = 3 Disagree = 2 strongly agree = 1
Work Discipline (X3)	Discipline is the ability and obedience of employees in carrying out and implementing	(a) complying with company rules,	Likert Scale Strongly Agree = 5

Research Variables	Definition	Indicator	Measurement Scale
	all company rules and policies to maintain work order. The indicators used are (Zhang et al., 2021)	(b) following established work procedures, (c) not neglecting assignments, and (d) completing work on time.	Agree = 4 Simply Agree = 3 Disagree = 2 Strongly Disagree = 1
Employee Performance	performance is the performance shown by each employee at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar Region Audit as measured using input, output, outcome, benefit, and impact	(a) ability to complete tasks, (b) ability to create good working relationships, (c) ability to act quickly, and (d) the ability to adapt quickly to new tasks or jobs.	Likert Scale Strongly Agree = 5 Agree = 4 Simply Agree = 3 Disagree = 2 Strongly Disagree = 1

3. RESULTS

Research Results

1. Respondent Identity
a. Gender

Table 2. Distribution of Respondents Based on Gender

Gender	Frequency (Person)	Percentage (%)
Male	22	44.0
Female	28	56.0
Total	50	100

b. Age of Employee

Table 3. Distribution of Respondents Based on Age Group

Age Respondent	Frequency (Person)	Percentage (%)
< 31 Years	16	32.0
31 - 40 Years	21	42.0
41 – 50 Years	11	22.0
>50 Years	2	4.0
Total	50	100.0

c. Education Level

Table 4. Distribution of Respondents Based on Education Level

Education Respondent	Frequency (Person)	Percentage (%)
Diploma	9	18.0
S-1	31	62.0
Masters-2	4	8.0
Total	50	100

2. Description of Research Variables
   a. Employee Performance Variables

Table 5. Frequency of Respondents' Responses to Employee Performance

Indicators	Frequency					Responses Average Score
	SS	S	KS	TS	STS	
Ability to Complete Tasks	34 (68.0)	15 (30.0)	1 (2.0)	0	0	4.66
Good Work Relations	20 (40.0)	29 (58.0)	1 (2.0)	0	0	4.38
Ability to act quickly	28 (56.0)	21 (42.0)	1 (2.0)	0	0	4.54
Ability adaptation quickly to new tasks	8 (16.0)	28 (56.0)	8 (16.0)	6 (12.0)	0	3.76
Average Score						4.34

   b. Work Environment Variables

Table 6. Frequency of Respondents' Responses to Indicators of Work Environment Variables

Indicator	Frequency of respondents' answers					Average score
	SS	S	KS	TS	STS	
Relations among employees	16 (32.0	34 (68.0)	0	0	0	4.32
Relations with superiors	13 (26.0)	32 (64.0)	5 (10.0	0	0	4.16
Work Facilities	21 (42.0)	28 (56.0)	1 (2.0)	0	0	4.40
The temperature in the workplace	20 (40.0)	_ .	_ _	_	_	_
_						_

		1	2	3	4	5	Average
The feeling of belonging to the organization		28 (56.0)	20 (40.0)	2 (4.0)	0	0	4.52
Interest in work		22 (44.0)	26 (52.0)	2 (4.0)	0	0	4.40
Acceptance of organizational norms		22 (44.0)	26 (52.0)	2 (4.0)	0	0	4.40
Average							4.44

1. Variable

Table 8. Frequency of Respondents' Responses to Discipline Indicators

Indicator	Frequency of respondent's answers					Average Score
	1	2	3	4	5	
Comply with office rules	31 (62.0)	18 (36.0)	1 (2.0)	0	0	4.60
Work procedures	25 (50.0)	24 (48.0)	1 (2.0)	0	0	4.48
Not neglecting duties	29 (58.0)	21 (42.0)	0	0	0	4.58
Carrying out tasks on time	37 (74.0)	12 (24.0)	1 (2.0)	0	0	4.72
Average						4.60

2. Validity and Reliability Test

Table 9. Validity Test Results

Variables	Code	(r count)	(r table) (n=50;α 0.05)	Description
Performance Employee (Y)	Y1.1	0.397	0.279	Valid
	Y1.2	0.467	0.279	Valid
	Y1.3	0.519	0.279	Valid
	Y1.4	0.723	0.279	Valid
Work Environment (X1)	X1.1	0.582	0.279	Valid
	X1.2	0.696	0.279	Valid
	X1.3	0.461	0.279	Valid
	X1.4	0.640	0.279	Valid
Organizational Commitment (X2)	X2.1	0.632	0.279	Valid
	X2.2	0.606	0.279	Valid
	X2.3	0.671	0.279	Valid
Work Discipline (X3)	X3.1	0.641	0.279	Valid
	X3.2	0.578	0.279	Valid
	X3.3	0.667	0.279	Valid
	X3.4	0.480	0.279	Valid

1) Reliability Test

Table 10. Reliability Test Results

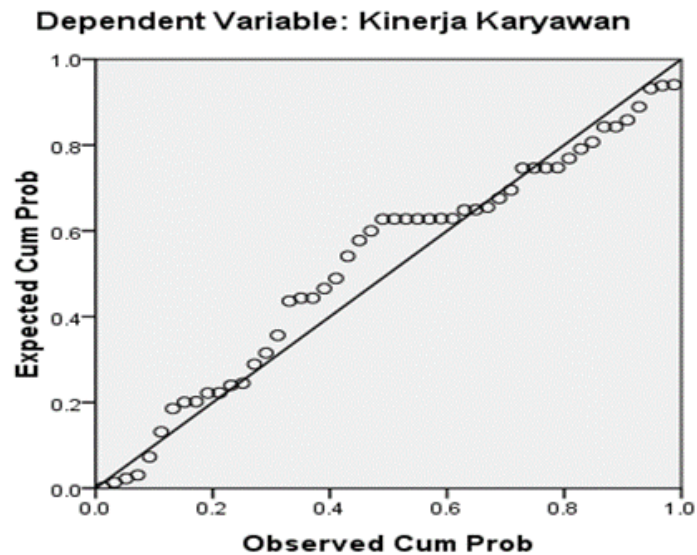| No.	Research Variables	Alfa Cronbach's	Ket
1	Employee Performance (Y)	0.808	Reliable
2	Work Environment (X1)	0.853	Reliable
3	Organizational Commitment (X2)	0.822	Reliable
4	Work Discipline (X3)	0.854	Reliable

C. Classical Assumptions
   1). Normality
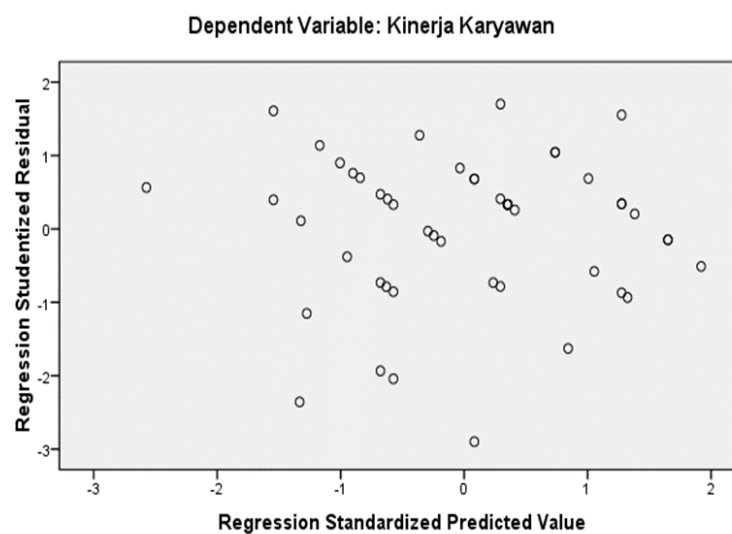

Figure 1. Normal probability plot graph.

Table 11. Multicollinearity Test

Independent variable	Tolerance	View	Description
of Work Environment (X1)	0.582	1.718	Non Multicollinearity
Organizational Commitment (X2)	0.480	2.085	Non Multicollinear
Work Discipline (X3)	0.593	1.687	Non-Multicolor

   2). Test Heteroscedasticity

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3). Analysis of Hypothesis Testing

Table 12. Results of Processed Data Using Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant).	.500	Work	
	Environment	.291	.122	.283
	Organizational Commitment	.307	.121	.353
	Work	.130	.318	Discipline
098Dependent Variable: Employee Performance				

Table 13: Simultaneous Hypothesis Testing Results (F Test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3,574	3	1,191	25,760,	000a
	Residual	2,127	46	5,701		
	Total	046	49			
a. Predictors: (Constant), Discipline, Work Environment, Commitment						
b. Dependent Variable: Employee Performance						

Table 14: Determination Coefficient Value (R^2)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.792a	.627	.603	.21505

a. Predictors: (Constant), work discipline, work environment, organizational commitment

b. Dependent Variable: Employee Performance

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