



DETERMINATION OF WORK ACHIEVEMENT AND PRODUCTIVITY: ANALYSIS OF COMMITMENT AND WORK DISCIPLINE (HR LITERATURE REVIEW)

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Abstract: This study is intended to determine the effect of commitment and work discipline on work performance and productivity. This research is a case study to see that commitment and work discipline are important factors in employee productivity in providing services to participants. The interaction between participants and the presence of a high workload is believed to have an effect on work performance. Therefore, work performance needs to be owned by employees because it is related to employee work productivity. The purpose of writing this article is to build hypotheses that are useful for further research. This article reviews the variables that affect work performance and productivity. The result of this literature review is that commitment and work discipline factors affect work performance and employee productivity.

Keywords: Work Performance, Productivity, Commitment and Work Discipline

INTRODUCTION

Background of the problem.

As a Public Legal Entity Organization mandated by law to protect employment social risks for workers who have a Vision and Mission as a guide for resources to realize the goals of the organization. One of the resources here is human resources (HR), namely employees who are an important asset to provide services to participants and their families.

Employees as human resources are the driving force in organizational operations, if employee productivity increases, organizational productivity will also increase. Increased employee productivity is reflected through loyalty and responsibility for their work. To achieve the best organizational productivity, employees must have commitment and work discipline to be able to provide the best service for participants. Commitment and work discipline of employees differ from one another, which causes productivity to be different. Productivity is the result (goods or services) of employees' work, both in quantity and quality which is considered efficient by the organization (Kristin Juwita, 2021). The workload and the number of tasks and the focus that must be completed will affect employee commitment and discipline, which can affect employee productivity and of course on organizational performance. In HR management, one of the important operative functions is Discipline, where the higher the employee discipline, the better the achievement of work performance.

Because without employee discipline, it will be difficult for the company to achieve optimal results (Rivai & Sagala, 2009). In line with that, commitment has a positive relationship that affects productivity (Luthans, 2006).

Based on empirical experience, employees' discipline and commitment to their work are still experiencing a number of problems. The indications that can be seen very clearly are the level of employee attendance, delays in completing work deadlines which are one aspect of its influence on the level of achievement and then on the productivity of the employees themselves. Many factors affect the level of achievement and productivity of employees, including employee commitment and discipline. This article discusses the effect of Commitment and Work Discipline on Work Performance and its impact on Productivity, (A Study of Human Resource Management Literature).

Formulation of the problem

Based on the background, it can be formulated the problems to be discussed in order to build hypotheses for further research, namely:

- 1) Does Commitment Affect Work Performance?
- 2) Does Work Discipline Affect Work Performance?
- 3) Does Commitment Affect Productivity?
- 4) Does Work Discipline Affect Productivity?
- 5) Does Work Performance Affect Productivity?

LITERATURE REVIEW

Work performance

Work Performance is carrying out the tasks given in accordance with the responsibility to achieve work results in quality and quantity by an employee (Mangkunegara, 2007:67 in Junaidi, 2021). Another opinion about work performance is the evaluation process carried out by the organization of the achievements or performance of employees (Sirait, nd). Meanwhile, according to (Indahningwati & Nugroho, 2020) Work performance is the achievement of a person's work on behavior in the implementation of work activities. In line with what was stated by (Rustiadi et al., 2019) which means work performance is the achievement of a person's work on the implementation of the tasks that have been assigned to him based on skills and sincerity and time.

Work Performance Indicators by (Mangkunegara, 2009), namely Quality, Quantity, Execution of duties, and Responsibilities. Meanwhile, according to (Sutrisno, 2014), Work Performance Indicators include: Work results based on quantity and quality; Knowledge Level to complete the given job task; Initiative in carrying out and completing the handling of assigned tasks; Discipline on punctuality and attendance (attendance); The level of enthusiasm and positive work attitude at work; Ability and Dexterity in carrying out and completing the instructions given.

Dimensions of Work Achievement According to Yousef (2000), there are two dimensions of Work Achievement, namely: Quality Performance (Quality Performance), Quantity of Work Performance (Quantity Performance)

This work achievement has been studied by many previous researchers, including: (Riyanto, Sutrisno, et al., 2017), (Thanh Nguyen et al., 2019), (Gulom, 2018), (Wibowo, 2017), (Indriati & Nazhifi, 2022), (Princess, 2011), (Utami, 2019), (Wahyuni, 2018), (Nababan & Aritonang, 2019), (Herawati et al., 2021), (Taufan et al., 2013), and (Dan et al., 2021).

Productivity

Productivity is the relationship between the output (output) or results of the organization with the required input (Heri, 2021). Productivity is also defined in general terms from the ability to produce more than the usual size (Syahron Al, 2022). Productivity can be concluded as the results achieved can be compared with the role of labor and time used (Joseph, 2021), in line with Kristina's conclusion that productivity is an efficient organization's assessment of the results (goods or services) of employees' work, both in terms of quantity and quality. (Kristin Juwita, 2021).

Productivity is a performance measure that has two dimensions as stated by (Muhamad Busro, 2020:342 in Yusuf, 2021), that is : Effectiveness that affects the achievement of work for maximum results, where the achievement of targets related to quality, quantity, and time; Efficiency is related to how the completion and execution of work as or efforts to compare inputs with the realization of their use.

There are several indicators in measuring work productivity, as stated by (Sutrisno, 2011 in Sisca et al., 2020), stated that the indicators of employee work productivity are to see how abilities, improve the results achieved, work morale, self-development, quality, and efficiency.

Another opinion on Productivity Indicators expressed by (Sutrisno, 2018:104 in Simbolon, 2021), that is: Ability to complete and carry out tasks related to the skills and professionalism possessed; Taking initiative and being on time in completing tasks as an effort to improve the results achieved; Enthusiasm in working to try to complete tasks better; Improve self-development abilities; Strive to improve the quality of work from the assigned tasks; Efficiency which is an aspect of productivity that has a significant influence on input and output.

In addition, according to (Simammora in Algebra, 2020), states the indicators of work productivity, namely: High Attendance Rate; Yield rate; Quality of work; Error Rate; Time required

This productivity has been studied by many previous researchers, including: (Riyanto, Adila, et al., 2017), (Elmi & Ali, 2017), (Purba et al., 2017), (Saleh & Utomo, 2018), (Aspiyah & Martono, 2016), (Suryanti, 2021), (Luki et al., 2021), (Agustin et al., 2015), (Juliadi et al., 2022), (Utami, 2019), (Zulkarnaen et al., 2018), (Wahyuni, 2018), (Taufan et al., 2013), and (Septiana et al., 2021).

Commitment

Commitment is exerting all efforts in carrying out tasks based on an attitude of willingness to firmly hold on to the vision, mission and commitment. (Mukson et al., 2019). Meanwhile, according to (Lubis & Jaya, nd) Commitment is a person's ability to achieve goals so that they are willing to sacrifice time, energy, material and ability to get them. Besides that (Sri Kuntjoro in Wahyudi, 2019) interpreting commitment is a person's statement to his organization in the form of identification, involvement, and loyalty.

Commitment consists of three dimensions according to (Mukhtar, Hapzi Ali, 2016), that is : A person's strong desire to care for and maintain organizational membership; Confident and able to accept the values and goals of the organization; Hard desire to strive for the sake of the organization

Indicators of Commitment according to Allen and Meyer quoted by Luthans, 2011 in (Silitonga, nd), that is: Affective Commitment is a belief and emotional connection to the organization and to its values; Continuance Commitment is related to the economic value received as a consideration to remain in the organization when compared to leaving the organization; Normative commitment is related to moral and ethical reasons as an obligation to remain in the organization.

Commitment has been studied by many previous researchers, including: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), (Masydzulhak et al., 2016), (Ridwan, 2019), (Agustin et al., 2015), (Arumsari et al., 2022), (Gulom, 2018), (Princess, 2011), (Nababan & Aritonang, 2019), (Juliadi et al., 2022) and (Novita et al., 2020).

Work Discipline

Work Discipline is an attitude of respect in employees so that they can adjust voluntarily to company rules and regulations (Sutrisno 2016 in Surajiyo et al., 2020). Work discipline is an effort Willingness and awareness of a person to obey all the rules and social norms that apply to the company as a tool used by managers to communicate with employees so that they are willing to change a behavior. (Rivai, 2004 in Syahron Al, 2022). Meanwhile, according to (Muhammadi et al., 2021) Work discipline is the organization's determination of regulations, work guidelines and standard operating procedures to be followed and obeyed by employees.

There are several indicators in Work Discipline according to (Sutrisno, 2014:94 in Sitorus, 2020), that is: Obedience to the rules of time; Compliance with company regulations; Basic rules regarding how to dress and behave at work; Adherence to the rules of conduct at work; Compliance with other regulations in the company

Dimensions of Work Discipline according to (Hasibuan, 2017), that is: Consciously and without coercion, he also voluntarily obeys all company regulations properly for the completion of tasks and responsibilities; The attitude and behavior of a person to be willing, whether written or not, is appropriate to comply with company regulations.

Work Discipline has been studied by many previous researchers, including: (Elmi et al., 2016), (Agussalim et al., 2016), (Shaddrina, 2019), (Gulom, 2018), (Saleh & Utomo, 2018), (Indriati & Nazhifi, 2022) and (Assagaf et al., 2015)

Table 1: Previous research

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
1	Agustin et al. (2015)	Organizational Culture, Leadership and Commitment, have a positive effect on work productivity	Commitment has a significant effect on work productivity	Organizational Culture, Leadership, has a positive and significant effect on Productivity
2	Arumsari et al. (2022)	Motivation, work commitment and telework have a significant positive effect on work productivity	Work commitment has a significant effect on work productivity	Motivation and Telework have a positive effect on work productivity which has no effect on Information Technology as a Moderating Variable
3	Juliadi et al. (2022)	Communication, commitment, and education level have a positive and significant effect on productivity. Meanwhile, competence has a positive and insignificant effect on productivity.	Commitment has a significant effect on work productivity	Communication and competence are positive and significant to work productivity. Meanwhile, the level of education has a positive and insignificant effect on work productivity
4	Saleh & Utomo (2018)	Discipline, Work Motivation, Work Ethic, and Work Environment have a positive and significant impact on	Work Discipline has a significant effect on Productivity	Work Motivation, Work Ethic, and Work Environment affect Work Productivity

		Productivity		
5	Aspiyah & Martono (2016)	Work discipline, work environment and training have a positive and significant effect on work productivity	Discipline has a significant effect on work productivity	Work Environment and Training have a positive effect on Productivity
6	Assagaf & Dotulung (2015)	Discipline, motivation and work spirit have a significant effect on work productivity. However, partially Discipline has a positive and insignificant effect on work productivity,	Discipline partially has a positive and insignificant effect on work productivity	motivation and morale have a significant effect on work productivity.
7	Shaddrina	Commitment, responsibility and work discipline have a positive and significant effect on work productivity	Commitment and Work Discipline have a significant effect on work productivity	Responsibility has a significant effect on productivity
8	Wibowo (2017)	Commitment and compensation have a positive and significant effect on achievement	Commitment has a significant effect on achievement	Compensation has a significant effect on performance
9	Princess (2011)	Organizational climate, employee commitment, and job satisfaction have a significant effect on work performance	Employee commitment has a significant effect on work performance	Organizational climate and job satisfaction have a significant effect on work performance
10	Nababan & Airtonang (2019)	Work commitment, individual ability, and career management have a positive and significant effect on work performance	Work commitment has a positive and significant effect on work performance	Individual ability, and career management have a positive and significant effect on work performance
11	Gulom (2018)	Discipline, commitment, and leadership policies have a significant effect on work performance	Commitment and Discipline have a significant effect on work performance	The leadership policy has a significant effect on work performance
12	Suharyono & Ali (2015)	Motivation, Discipline and Leadership Style have a significant effect on work performance	Discipline has a significant effect on work performance	Motivation and Leadership Style have a significant effect on work achievement
13	Indriati et al. (2022)	Work Experience, Work Discipline and Job Satisfaction have a positive and significant effect on work performance	Work discipline has a significant effect on work performance	Work Experience and Job Satisfaction have a positive and significant effect on work performance
14	Utami (2019)	Incentives, Motivation, and Work Performance have a significant effect on productivity	Achievement has a significant effect on productivity	Incentives and Motivation affect productivity
15	Wahyuni (2018)	Work Discipline, Motivation, Skills and Work Achievement have a significant effect on Productivity	Work achievement has a significant effect on productivity	Work Discipline, Motivation, and Skills have a significant effect on Productivity
16	Typhoon et al.	Motivation, Work	Work performance	Motivation and Work

	(2013)	Discipline and Work Achievement have a positive and significant effect on Productivity	has a positive and significant effect on productivity	Discipline have a positive and significant effect on Productivity
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RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review by examining theories and relationships or influences between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

This article is structured to discuss and analyze work commitment and discipline that affect work performance and productivity based on previous research theoretical studies.

The Effect of Commitment to Work Performance.

Commitment affects work performance, where the dimensions or indicators of commitment, namely a strong desire to maintain organizational membership, are confident and able to accept the values and goals of the organization and a strong desire to strive for the organization (Mukhtar, Hapzi Ali, 2016) affect the dimensions or indicators of Work Performance, namely providing good work results in quality and quantity, having a level of knowledge of work assignments, initiative in carrying out task completion, discipline in punctuality, positive work ethic and having the ability to carry out the instructions given (Sutrisno, 2014). In line with that, the tendency of the level of loyalty, high willingness by employees, will have the motivation to remain in the organization and obey the rules that have been set which have an impact on the willingness of employees to work hard and give the best for the organization and have a significant effect on the skills and achievements of employees. Employee (Febriansyah & Ginting, 2020).

To improve work performance by paying attention to commitment, management must be able to implement various applicable regulations effectively. This provision is in the form of discipline that is applied based on time so that all members can follow the applicable rules with full commitment which impact on obedience to achieve work performance. (According to Siagian, 2018 in Prihantoro, 2015). In addition, organizations must pay attention to other aspects of employees as a whole so that members can loyally improve their work performance.

One of the results of Commitment is high work performance where high or strong employee commitment to the organization will have a strong influence on work performance (Febriansyah & Ginting, 2020). In addition, there are other factors that influence employee performance, namely: Organizational claims, Job Satisfaction, Compensation, Individual Ability, Career Management, Discipline, Career policies which are in line with research conducted by: (Wibowo, 2017), (Princess, 2011), (Nababan & Aritonang, 2019), and (Gulom, 2018).

The Influence of Work Discipline on Work Performance.

Work Discipline affects Work Performance, where the dimensions or indicators of Work Discipline, such as being obedient, aware and willing to take full responsibility for the

regulations set by the company without any coercion either in writing or not (Sutrisno, 2014:94 in Sitorus, 2020) which affect the dimensions or indicators of Work Performance, namely providing good work results in quality and quantity, having a level of knowledge of work assignments, initiative in carrying out task completion, discipline in punctuality, positive work ethic and having the ability to carry out the instructions given (Sutrisno, 2014).

To improve work performance by paying attention to work discipline, what management must do is to direct and control the actions and behavior of its members in accordance with established regulations so that members can be responsible for always being disciplined, effective and efficient which will indirectly affect the performance of employees. the level of work performance of these employee members because someone who has a high level of discipline that is applied to everyday life, will also have an impact on a disciplined work pattern. (Sudaryana & Agusiady, 2022).

Work Discipline affects Work Performance, because with high work discipline, obeying applicable company regulations and carrying out or completing work on time in accordance with what has been set by management, it will improve one's performance. In addition, there are other factors that influence work discipline on work performance such as: commitment, leadership policies, motivation, this is in line with research conducted by: (Gulom, 2018), (Suharyono & Ali, 2017) and (Indriati & Nazhifi, 2022).

The Effect of Commitment to Productivity.

Commitment affects Productivity, where the dimension or indicator of Commitment is a strong desire to maintain organizational membership, believe and be able to accept the values and goals of the organization and a strong desire to strive for the organization (Mukhtar, Hapzi Ali, 2016) which affect the dimensions of Productivity, namely effectiveness and efficiency by (Muhamad Busro, 2020:342 in Yusuf, 2021), as well as productivity indicators, namely: ability, work spirit, self-development to improve the results and quality to be achieved (Sutrisno, 2011 in Sisca et al., 2020), as well as being able, skilled and professional to carry out, complete and improve and complete tasks better with enthusiasm and always strive to continue to develop themselves (Sutrisno, 2018:104 in Simbolon, 2021).

To increase Productivity by paying attention to Commitment, what management must do is to increase supervision with good communication to employees and provide space to improve or produce productive behavior in addition to other factors such as providing a pleasant work environment, cooperative co-workers, wise and considerate leadership, as well as fair compensation to foster morale so as to increase productivity (Bahri, 2019). In addition, according to Dessler (2003) in (Bahri, 2019) mentions that there are other factors that can increase productivity, namely: efforts to improve and increase productivity continuously, improve work quality results, empower human resources, pay attention to the physical condition of the work environment, and feedback on one's performance.

Productivity is a major issue, therefore a measurement tool is needed to be able to measure productivity and must combine increased productivity with a commitment to quality and efficiency (Krisnawati et al., 2021). In line with that, there are other factors that affect productivity other than commitment, such as: Organizational culture, leadership, motivation, communication which has been researched by: (Agustin et al., 2015), (Arumsari et al., 2022), (Juliadi et al., 2022).

The Effect of Work Discipline on Productivity.

Work Discipline affects Productivity, where the dimensions or indicators of Work Discipline such as being obedient, aware and willing to take full responsibility for the regulations set by the company without any coercion either in writing or not (Sutrisno,

2014:94 in Sitorus, 2020)that affect the dimensions or indicators of Productivity, namely effectiveness and efficiency by (Muhamad Busro, 2020:342 in Yusuf, 2021), as well as productivity indicators, namely: ability, work spirit, self-development to improve the results and quality to be achieved (Sutrisno, 2011 in Sisca et al., 2020), as well as being able, skilled and professional to carry out, complete and improve and complete tasks better with enthusiasm and always strive to continue to develop themselves (Sutrisno, 2018:104 in Simbolon, 2021).

To increase Productivity by paying attention to Work Discipline, what management must do is to pay attention to the factors that can make productivity decrease. To avoid this, management must be able to optimize human resources to be able to follow and comply with all regulations and work disciplines to the maximum, optimal time management will result in maximum performance. (Syahron Al, 2022).

Work Discipline affects Productivity which is one of the important factors, because with high discipline it will increase morale and high work will so that the quality and quantity of work will be more optimal, this is in line with research conducted by: (Saleh & Utomo, 2018), (Aspiyah & Martono, 2016), (Assagaf et al., 2015), (Shaddrina, 2019).

Effect of Work Performance on Productivity.

Work Performance has an effect on Productivity, where the dimensions or indicators of Work Achievement are a strong desire to maintain organizational membership, are confident and can accept the values and goals of the organization as well as a strong desire to strive for the sake of the organization (Mukhtar, Hapzi Ali, 2016) have an effect on the dimensions of Productivity, namely effectiveness and efficiency by (Muhamad Busro, 2020:342 in Yusuf, 2021), as well as productivity indicators, namely: ability, work spirit, self-development to improve the results and quality to be achieved (Sutrisno, 2011 in Sisca et al., 2020), as well as being able, skilled and professional to carry out, complete and improve and complete tasks better with enthusiasm and always strive to continue to develop themselves (Sutrisno, 2018:104 in Simbolon, 2021)

To increase productivity by paying attention to work performance, what management must do is to motivate employees to be able to excel and be productive. Where through achievement, the organization can evaluate and evaluate employee performance by using the staffing system to determine the position on the achievements that have been achieved by someone. (Handoko, 2011 in Armansyah, 2021).

Work Performance has an effect on Productivity, where efforts to increase performance can be done by providing motivation, it is wrong to achieve that productivity because by increasing productivity, it will be an organizational advantage. (Armansyah, 2021). This is, in line with research conducted by: (Utami, 2019), (Wahyuni, 2018), (Taufan et al., 2013).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

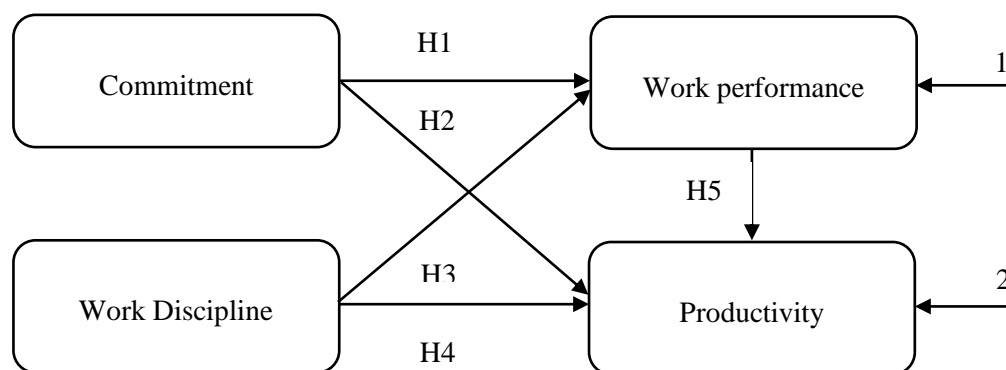


Figure 1: Frame of Thinking

Based on the conceptual framework picture above, then: Commitment and Work Discipline affect Work Performance and Productivity both directly and indirectly.

Apart from the Commitment and Work Discipline variables that affect Work Performance and Productivity, there are many other variables that influence it, including:

- 1) Motivation: (Suharyono & Ali, 2017), (Arumsari et al., 2022), (Saleh & Utomo, 2018), (Taufan et al., 2013), (Wahyuni, 2018), (Utami, 2019), (Assagaf et al., 2015),
- 2) Organizational culture: (Agustin et al., 2015), (Harini et al., 2020), (Elmi et al., 2016)
- 3) Leadership style: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016), (Gulom, 2018),
- 4) Responsibility: (Shaddrina, 2019),
- 5) Compensation: (Wibowo, 2017), (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017)
- 6) Incentive: (Utami, 2019),
- 7) Career Management: (Nababan & Aritonang, 2019)
- 8) Communication: (Juliadi et al., 2022), (Widayati et al., 2020a), (Widayati et al., 2020b)
- 9) Skills: (Wahyuni, 2018)
- 10) Work environment: (Saleh & Utomo, 2018), (Purba et al., 2017), and (Ali & Sardjijo, 2017)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: Commitment affects work performance; Work Discipline has an effect on Work Performance; Commitment affects Productivity; Work Discipline affects Productivity; Work Performance has an effect on Productivity.

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect work performance and productivity, apart from work performance and productivity at all types and levels of organizations or companies, therefore further studies are needed to find out What other factors can affect work performance and productivity other than those examined in this article, such as: motivation, leadership style, organizational culture, compensation, career management, communication, responsibility, incentives, skills, and work environment.

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