



Analysis of Organizational Commitment and Work Discipline on Employee Performance Using Work Environment as an Intervening Variable at PT. YKT Gear Indonesia During the Covid-19 Pandemic

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Abstract: The purpose of this study is to analyze the effect of organizational commitment, work discipline and work environment on performance and formulate strategies to improve performance during the Covid-19 pandemic by taking case studies at PT. YKT Gear Indonesia. a quantitative descriptive research design was used by the authors in 260 participants made up the sample of 160 respondents for survey. The Partial Least Squares approach is an analysis technique (PLS), Research results prove that (1) Organizational Commitment influences the work environment positively and significantly (2) Workplace environment is significantly and favorably affected by work discipline (3) Organizational commitment influences employee performance positively and significantly (4) Employee performance is positively and significantly impacted by work discipline. (5) Employee performance is positively and significantly influenced by the work environment (6) Organizational Commitment has a positively and significantly effect on employee performance through the work environment as an intervening variable (7) Employee performance is positively and significantly influenced by work discipline through the work environment. Suggestions and input for PT. YKT Gear Indonesia to be committed and paying attention to the workplace environment to encourage more discipline among staff, and can carry out their duties and obligations properly.

Keywords: Organizational Commitment, Work Discipline, Employee Performance and Work Environment

INTRODUCTION

Employees are the biggest source of a company's competitive advantage. The success a business will depend heavily on the human resources it has. However, the current pandemic situation, which has claimed many lives, has created fear among employees who still have to work during a pandemic. Companies and government institutions still have to hire employees during a pandemic, even though there has been a lot of the spread of the coronavirus in office

and industrial areas. Employees must work in pandemic conditions while still implementing health protocols such as wearing masks, carrying and using hand sanitizer, and always maintaining distance. Even though this has been implemented, employees will still feel anxious if confirmed cases are in their work area.

The number of Covid-19 cases that occurred at PT YKT Gear Indonesia from November 2020 to March 2022 was 109 cases, and 1 of them died. This adds to positive cases in the world industry, especially industries located in the Mitra Karawang Industrial area, so health protocols are further enhanced at PT. YKT Gear Indonesia, this happens due to a lack of worker discipline towards the commitments that have been set out in the health protocol policy to prevent the transmission of Covid-19 from the following data table:

Table 1. Corona Positive Employee Data FY 2020-2022

Fiscal Year	Number of employees	Number of Employees Positive for Covid-19	Percentage %
2020	267	3	1%
2021	258	65	25%
2022	260	42	16

Source: HR Data PT. YKT Gear Indonesia

The data from Table 1.1 shows that the positive level after the presence of the Covid-19 virus began to experience a decline in health protocols within the company. As seen in 2020, there are three employees or as much as 1%. Then experienced an increase in 2021 to 65 employees or as much as 25%, but in 2021 the level of cases of the spread of the covid virus was 42 employees, or as much as 16% decreased, a total of 23 employees or as much as 9%.

Table 2. Attendance of PT YKT Gear Indonesia Employees FY 2018-2022

Fiscal Year	Gear line	QC Gear	HT,MC, Assy	MTC	FI	ENG	JIG & Tool	HR-GA	RM & Cutting	HST DIV	Exim	FA	PURC	PPIC	WH
2018	86.0%	95.5%	93.4%	95.7%	98.3%	98.6%	98.8%	94.6%	98.5%	93.0%	98.0%	97.7%	98.5%	98.8%	97.7%
2019	86.0%	99.0%	95.0%	99.0%	100.0%	99.0%	99.0%	100.0%	97.0%	92.0%	100.0%	99.0%	98.0%	99.0%	100.0%
2020	98.0%	97.0%	95.0%	100.0%	99.0%	100.0%	100.0%	99.0%	96.5%	97.3%	84.0%	87.0%	88.0%	91.0%	99.0%
2021	87.0%	98.4%	93.0%	98.8%	98.8%	100.0%	99.2%	98.4%	96.5%	97.3%	84.0%	87.0%	88.0%	91.0%	99.6%
2022	94.0%	91.0%	88.0%	94.0%	91.0%	95.0%	81.0%	96.0%	98.0%	91.0%	89.0%	98.0%	99.0%	93.0%	90.0%

Source: HR Data PT. YKT Gear Indonesia

The percentage of attendance in 2021 below 90% is for Exim employees 84%, 87% in Gear Line, FA and 88% in the Purchase section and FY 2022 section Jig & Tool 81%, HT 88%, Exim 89% this is due because YKT Gear Indonesia employees are sick with Covid-19 including Corona virus and Delta virus.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment reflects where employees identify with the organization and share a dedication to its objectives. This includes an essential work ethic because those concerned are anticipated to be more eager to put in more effort to meet organizational objectives and have a stronger desire to stay with the company, according to Robert and Kinicki 2011.

Work discipline

According to experts, a work discipline is a form of individual and organizational control over something, which shows the seriousness of teamwork within the organization. Discipline is very helpful in imposing sanctions on rule breakers in the work environment. The forms of rules governing organizations differ greatly across organizations, such as Absence, tardiness, and return the outside of set working hours

Work environment

According to Sedarmayanti (2017: 26), the work environment is a set of tools and materials encountered, one of which is the work environment where a person works, his work system, and work management, both individually and in groups. According to her, several indicators of the work environment are lighting, air temperature, air circulation, workplace size, workplace appearance, workplace privacy, cleanliness, noise, use of paint, and work tools.

Employee Performance

If performance refers to the noun achievement, then the term achievement or achievement is the result of work that can be done by a person or group of people in a company following their respective authorities and responsibilities to achieve that company. pursue illegal goals, do not violate the law, and do not conflict with morals and ethics (Rivai & Basri, 2004; Harsuko, 2011)

Hypothesis

H1: Organizational commitment has an impact (+) and is related to the work environment

H2: Work discipline has a positively and significantly effect on the work environment

H3: Organizational commitment has a (+) impact and is important for performance

H4: Work discipline has an impact (+) and is important for performance

H5: Work environment has a positive and significant effect on employee performance

H6: Organizational commitment has an impact (+) and a significant effect on employee performance as a work environment mediating variable

H7: As a work environment mediating variable, work discipline has a (+) and significant effect on employee performance

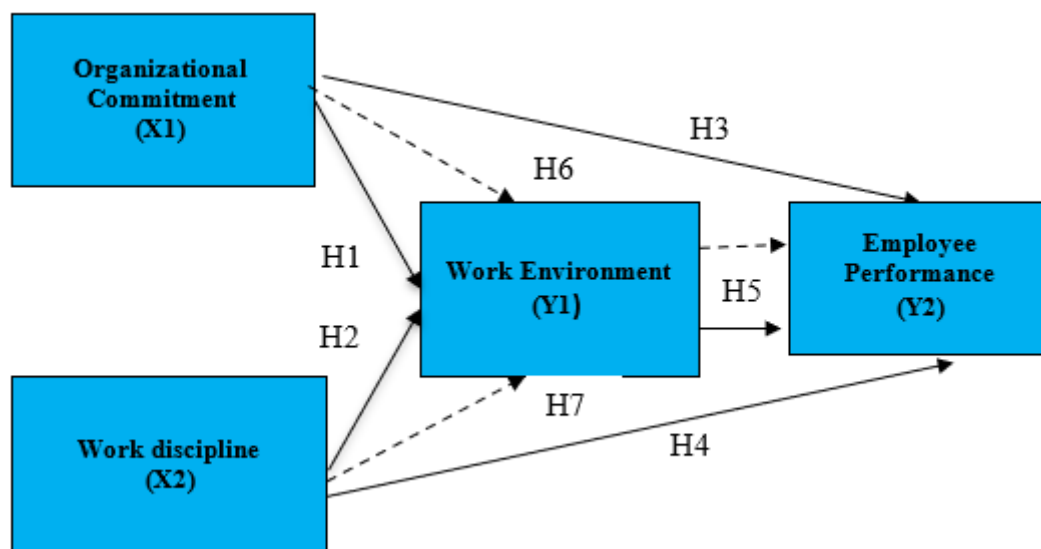


Figure 1: Framework Analysis

METODHOLOGY

This research uses a quantitative approach in particular. Sugiyono (2017) asserts that "Quantitative research is a method based on a positivist philosophy that investigates specific populations and or samples, research methods utilized for data collection, processing, and testing have quantitative or statistical qualities."

Data collection techniques were carried out by going directly to the field (field research) using interviews, observations and questionnaires. Researchers do this to find out the variables that affect and relate to the observed research object. In addition to doing library research with the aim of collecting secondary data. This research is done by reading, researching and reviewing the literature on the subject under study. The population is determined and limited to employees of PT. YKT Gear Indonesia, namely a number of 260 employees, with a sample of 133 employees by determining the sample using the formula on the slovin method. The data obtained were analyzed using SmartPLS software.

RESULTS AND DISCUSSION

Test Results for Data Quality

1. A Measurement (outer) Model Evaluation

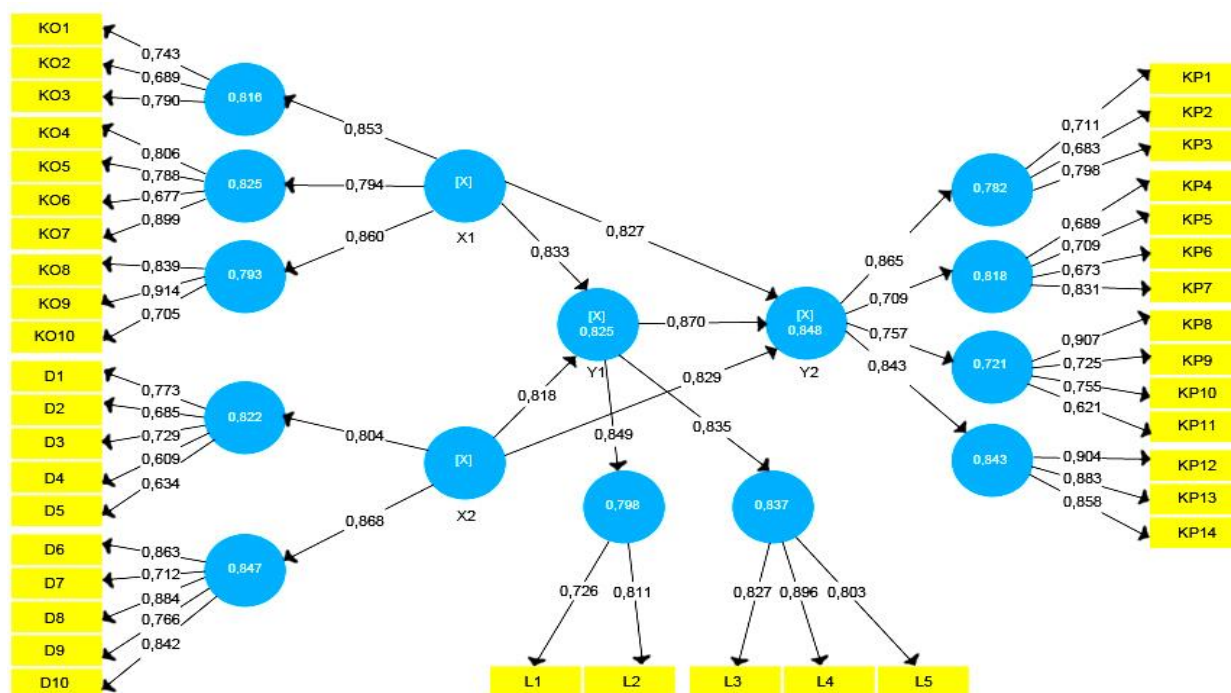


Figure 2. Unreconstructed Value Model and Research Model Dimensions using Smart PLS 3.0

2. Discriminant Validity Test Results

Discriminant validity is done to ensure that each concept in the latent model is separate from other variables. Checking validity determines how accurately the measuring device performs its measurement tasks (Ghozali, 2016)

Table 3. Test Results Discriminant Validity Table 1 (Cross loadings)

	Organizational Commitment	Work Discipline	Work Environment	Employee performance
KOM1	0,819	0,432	0,542	0,311
KOM2	0,744	0,135	0,216	0,264
KOM3	0,805	0,753	0,423	0,563

KOM4	0,738	0,635	0,624	0,429
KOM5	0,775	0,638	0,351	0,511
KOM6	0,808	0,650	0,317	0,587
KOM7	0,732	0,583	0,219	0,255
KOM8	0,766	0,572	0,629	0,233
KOM9	0,608	0,412	0,470	0,057
KOM10	0,792	0,338	0,311	0,218
DIP1	0,409	0,728	0,575	0,150
DIP2	0,588	0,698	0,284	0,508
DIP3	0,510	0,739	0,499	0,445
DIP4	0,411	0,794	0,255	0,202
DIP5	0,539	0,693	0,315	0,616
DIP6	0,547	0,802	0,792	0,536
DIP7	0,444	0,737	0,251	0,251
DIP8	0,122	0,667	0,328	0,519
DIP9	0,571	0,898	0,229	0,544
DIP10	0,284	0,791	0,481	0,422
LK1	0,634	0,309	0,794	0,281
LK2	0,026	0,623	0,809	0,618
LK3	0,190	0,194	0,752	0,502
LK4	0,185	0,631	0,866	0,671
LK5	0,492	0,711	0,811	0,289
KK1	0,301	0,551	0,626	0,791
KK2	0,250	0,324	0,522	0,809
KK3	0,379	0,684	0,498	0,722
KK4	0,416	0,311	0,685	0,818
KK5	0,447	0,148	0,499	0,799
KK6	0,115	0,055	0,368	0,881
KK7	0,402	0,499	0,573	0,797
KK8	0,457	0,479	0,492	0,684
KK9	0,527	0,403	0,644	0,728
KK10	0,209	0,337	0,511	0,631
KK11	0,548	0,601	0,587	0,807
KK12	0,385	0,491	0,596	0,885
KK13	0,211	0,538	0,508	0,698
KK14	0,493	0,372	0,413	0,798

Source: Results and processing of Smart PLS 3.0

3. AVE Test Result

Additional techniques for verifying discriminant validity include looking at the relationship between each configuration and the other configurations in the model, as well as the square root of the average extracted variance for each configuration. The value of the discriminant validity is stated to be good ($> 0,5$).

Table 4. Results of AVE Tests

Variabel	AVE
Organizational Commitment	0,837
Work Discipline	0,816
Work Environment	0,827

Employee performance	0,850
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Source: Decision-making and outcomes 3.0 SmartPLS

Table 5. Discriminant Validity of Test Results (Fornell Lacker Criterion)

	Organizational Commitment	Work Discipline	Work Environment	Employee performance
Organizational Commitment	0,847			
Work Discipline	0,720	0,861		
Work Environment	0,682	0,839	0,858	
Employee performance	0,711	0,804	0,829	0,890

Source: Results and processing SmartPLS 3.0

4. Composite Reliability of Cronbach's Alpha and Test Results

If a reliability test has a composite reliability value and a Cronbach's alpha of less than 0,7, it can be stated that it is satisfactory or reliable.

Table 6. Cronbach's Alpha & Composite Reliability Test Results

Variabel	Composite Reliability	Cornbach's Alpha	Remark
Organizational Commitment	0,792	0,811	Reliabel
Work Discipline	0,822	0,747	Reliabel
Work Environment	0,806	0,880	Reliabel
Employee performance	0,839	0,858	Reliabel

SmartPLS 3.0 results and processing

Testing Hyphoteses Using an Internal Model or A Structural Model

1. Results of the test R-square value

Table 7. Endogenous determinants (R value2)

Variabel Endogen	R-square
Work Environment	0,862
Employee performance	0,887

Source: Results and processing of Smart PLS 3.0

2. The Goodness of Fit Model Testing's findings

To evaluate the inner model's structural Goodness of Fit model, relevance prediction value is employed. $Q^2 > 0$ denotes predictive relevance for the model. the value of the following calculation, where associated Equation provides the input to the prediction. displays each endogenous variable's R-squared value.

$$Q^2 = 1 - (1 - R_1) (1 - R_p)$$

$$Q^2 = 1 - (1 - 0,862)(1 - 0,887)$$

$$Q^2 = 1 - (0,138)(0,113)$$

$$Q^2 = 0,984$$

3. Conclusions from a Hyphotesis test (A path's estimated Coefficient)

Table 8. Results of the Hyphotesis Test

	Original Sample	Standard Deviation	T Statistics	P Values	Remak
Organizational Commitment > Work Environment	0,271	0,229	2,719	0,004	Positive - Significant

Work Discipline > Work Environment	0,368	0,315	3,808	0,002	Positively – Significantly
Organizational Commitment > Employee performance	0,225	0,308	2,648	0,000	Positive - Significant
Work Discipline > Employee performance	0,285	0,327	2,665	0,003	Positive - Significant
Work Environment > Employee performance	0,393	0,376	3,374	0,002	Positive - Significantly

Source: Results and processing of Smart PLS 3.0

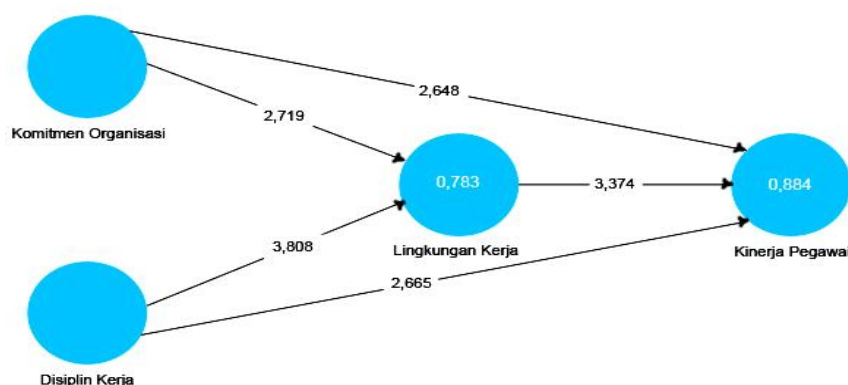


Figure 3: Coefficient model track *t* statistics structural research model

Table 7. Indirect Effect Value

	Original Sample	Standard Deviation	T Statistics	P Values	Information
Influence no direct					
Organizational Commitment > Work Environment > Employee performance	0,277	0,318	2,817	0,004	Positive - Significant
Work Discipline > Work Environment > Employee performance	0,294	0,335	3,649	0,001	Positive - Significant

Discussion

1. Organizational Commitment has a positive and significant impact on the work environment. From the calculation results, the results obtained are $T_{statistic} = 2,719$, The *original sample* = 0,271, and $P_{Values} = 0,004$. The value of the $T_{statistic} >$ the value of the T_{table} 1,96 the value of the original sample shows a positive value, and the $P_{Values} >$ of 0,05. These findings show that organizational commitment has a positively and significantly effect on the work environment at PT. YKT Gear Indonesia. This result is in line with the findings of Ahmadi Toto Hardiyanto (2021) which shows that there is a positively and significant relationship between organizational commitment and the work environment.
2. The work environment is positively and significantly influenced by work discipline. Based on the research hypothesis test, the results obtained $T_{statistic} = 3,808$ *original sample* = 0,368, and $P_{Values} = 0,002$. The t-statistic value $>$ the T_{table} 1,96. the original sample value is (+), and the $P_{Values} <$ dari 0,05; these results indicate that work discipline has an effect (+) and is significant on the work environment at PT YKT Gear Indonesia. These outcomes are consistent with those of Natalia Pangaila, T., Olivia Nelwan, and Viktor Lengkong (2022), where work discipline has a positively and significantly impact on the work environment.
3. Organizational commitment has a positive and significant influence on employee performance. The research results the $T_{statistic} = 2,648$, the *original sample* = 0,225 and the

- $P_{\text{values}} = 0,000$. The value of $T_{\text{statistic}} >$ from the value of $T_{\text{table}} = 1,96$, the value of the original sample shows a positive value and $P_{\text{values}} >$ of 0. 05. These results indicate that organizational commitment has a positive and significant effect on employee performance at PT. YKT Gear Indonesia. This research is in line with the results of research by Immawati, A. & Rialmi, Z. (2022) that employee performance is positively and significantly influenced by organizational commitment.
4. Employee performance is positively and significantly influenced by work discipline. Based on the hypothesis test, the $T_{\text{statistic}} = 2,665$, original sample = 0,285, and $P_{\text{values}} = 0,003$. $T_{\text{statistic}} > T_{\text{table}} 1,96$, original sample value (+), and $P_{\text{values}} < 0.05$; which means that work discipline has a (+) and significant effect on employee performance at PT. YKT Gear Indonesia. These results are in line with the findings of Kartikawaty, E., Yustini, T., & Zamzam, F. (2021) employee performance is considerably and positively impacted by work discipline.
 5. The work environment has a favorable and significant impact on employee performance. From the research results, it was found that the $T_{\text{statistic}} = 3,374$, the *original sample* = 0,393, and $P_{\text{values}} = 0,002$. The $T_{\text{statistic}} > 1.96$, the original sample value is positive, and the $p\text{-value} < 0.05$, which means that the work environment has a significant (+) effect on employee performance at PT. YKT Gear Indonesia. These results are supported by the statements of Chandrasekar (2011) and Wibowo (2014) that the work environment has a positive and significant influence on employee performance.
 6. Organizational Commitment has a positive and significant influence on employee performance through the work environment. From the research results obtained the $T_{\text{statistic}} = 2,817$, the *original sample* = 0,277, and the $P_{\text{values}} = 0,004$. The $T_{\text{statistic}}$ value $>$ the $T_{\text{table}} 1,96$ the original sample value shows a positive value, and the P_{values} are < 0.05 . which means that organizational commitment has a positively and significantly effect on employee performance through the work environment at PT. YKT Gear Indonesia. The research results prove that organizational commitment has a positively and significantly effect on employee performance through the work environment.
 7. Work discipline influences employee performance positively and significantly through the work environment. From the research results, it was obtained that the $T_{\text{statistic}} = 3,649$ *original sample* = 0,294, and $P_{\text{values}} = 0,001$. The $T_{\text{statistic}}$ value $>$ the $T_{\text{table}} 1,96$ the original sample value is (+), and the $P_{\text{values}} > 0,05$. these results indicate that work discipline has a significant (+) effect on employee performance through the work environment at PT. YKT Gear Indonesia. The research results prove that work discipline has a positive (+) and significant effect on employee performance through the work environment.

CONCLUSIONS AND SUGGESTION

Conclusion

1. Organizational commitment has positive and significant influence on the work environment of PT YKT Gear Indonesia employees. This means the organizational commitment of employees of PT. YKT Gear Indonesia fulfills employee expectations by providing vitamins and masks as well as a strict health program for guests or suppliers during the pandemic, as well as the company's commitment to the work environment by always spraying disinfectants throughout the room and routinely conducting mass antigen tests and mass vaccinations 1 and 2 and give 2 (days) work dispensation in the third vaccination process.
2. Work discipline has a (+) and significant effect on the work environment of PT YKT Gear Indonesia employees. This is evidenced by the existence of information from the HR department, which always informs each department via email about the presence of all employees so that superiors also check the health of their subordinates.
3. Company Commitment has a positively and significantly effect on the performance of employees of PT. YKT Gear Indonesia. It is proven that in this Covid-19 situation, the staff

did not lose their enthusiasm for Kaizen and managed to collect no less than 20 Kaizen from the target of 30 Kaizen/year and production Gear volume = 2,256,297/pcs from the target of 1,828,804 or an increase of 23%, while HST 61,389 of the target of 50,508 units. HST > 22 percent% of target.

4. Work discipline has a (+) and significant effect on the performance of PT YKT Gear Indonesia employees. The best practice Provided to employees by the company is to give the “Best Employee” award. this implies that improved employee performance will result from better organizational commitment among employees inside the company.
5. The work environment has a positive and significant effect on the performance of employees of PT YKT Gear Indonesia. It burns in mutual consent. At the same time, if there are complaints from the company's employees on the creation of two-part worksheets and the completion of production, labor requirements, and program development, then if the work environment is good, the employee performance level will also improve.
6. Organizational commitment has a positive and significant effect on employee performance as a work environment mediating variable. That is, if the employee's organizational commitment and work environment are good, then the level of employee performance in the company will also increase.
7. Work discipline has a positively and significantly effect on employee performance as a work environment mediating variable. That is, if the employee's organizational commitment and work environment are good, then the level of employee performance in the company will also increase.

Suggestion

a. Suggestions for Companies

1. Management, especially leaders, to make company regulations that can adjust to existing conditions so that employees don't feel burdened.
2. Management to be able to pay attention to the condition of the work space so that employees can work comfortably.

b. Recommendations for Future Research

1. For similar aspects, can use this thesis as a reference for related topics, but you should still go over its contents again because it's probable that some of its assertions are incorrect or incomplete.
2. Other researchers can redevelop other variables and indicators considering that various factors can influence research results.

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