

ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

The primary objective of this research is to examine and assess the impact of work discipline and organizational commitment on employee performance. In an endeavor to enhance individual and group employee performance, specific standards of responsibility have been instituted for each individual in the execution of their duties. Typically, employees exhibiting a high level of competence in their roles suggest that their success in the work environment has been optimized. Consequently, this study was conducted to elucidate the interrelations between work motivation, job satisfaction, organizational commitment, and employee performance within the context of the Regional Drinking Water Company of Makassar City (PDAM Makassar City). The research involved the collection of data from 107 employees of the Makassar City Regional Drinking Water Company to empirically test the proposed research model, utilizing WarpPLS 7.0 modeling software. The findings of the study reveal that there is a statistically significant influence of organizational commitment and work discipline, both individually and collectively, on job satisfaction and employee performance. Additionally, a discernible impact of job satisfaction on employee performance was identified, and an indirect influence of organizational commitment and work discipline variables on performance was observed through their impact on job satisfaction.

Keywords: Organizational Commitment, Work Discipline, Job Satisfaction, Employee Performance.

1. INTRODUCTION

Human resources is a part of organizational management science that focuses on planning and managing human elements to achieve optimal performance outcomes within an organization or company. Human resource issues have become the most crucial aspect for every organization to survive in the era of globalization. This situation triggers challenges for human resource management because it can become an era of competition for human resources. Therefore, it is the responsibility of management to improve the quality of organizational commitment, work discipline, and employee performance, which will increase in tandem with an individual's job satisfaction in their work activities. This research focuses on the performance of employees at the Regional Water Company (PDAM) of Makassar, a company in the field of providing water services to customers.

As time progresses, rapid environmental changes, marked by advances in information and rapid globalization, demand that companies respond quickly and adapt to changes to remain competitive on a global scale. Companies often change their

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organizational structures to respond to these changes. Every individual participating in the organization is required to develop and realize competencies comprehensively. Some argue that work motivation is one of the effective strategies for improving employee performance (Candradewi, 2019). Therefore, effective human resource management is required to achieve optimal employee performance, and this, in turn, necessitates job satisfaction. Job satisfaction is a positive attitude of the workforce, encompassing feelings and behaviors towards their work, reflecting a sense of appreciation in achieving job targets.

Every company strives to achieve the goals set by top management, including growth, profitability, productivity, employee welfare, and more. The role of human resources in a company is crucial, and relevant changes significantly impact its operations. Often, there is a discrepancy between the evaluation systems used by superiors and subordinates for individuals at lower levels. It can be said that the sustainability of a company depends on the effective management of its human resources.

Fundamentally, employees are company assets that need to be managed and evaluated properly as part of the company's efforts to achieve its vision, mission, and objectives. To achieve optimal performance, there are factors influencing employee performance in task execution. Some important factors that can affect employee performance in this study include capability, work discipline, and motivation. Work discipline is considered one of the factors that can affect employee performance, and motivation is one of the supporting factors for employee performance.

The Makassar City Water Supply Company (PDAM) has gone through a long history of development since its establishment in 1924. As time goes by, customer demands for clean water services have led to various challenges, particularly in the provision and distribution of clean water. This has required the management of PDAM Kota Makassar to work more effectively. The expected economic benefit is for PDAM to generate optimal profits to improve the quality of drinking water distribution services. The benchmark or measure of the success of an organization's work is referred to as performance. Performance becomes the responsibility of individuals in their contribution to the organization (Sitio, 2021). This indicates that the quality of employee performance can be influenced by aspects such as capability, discipline, and motivation. Through work discipline, it becomes the most important function in human resource management because the higher the level of employee discipline, the higher the achievement of their work. The success of work discipline can be reflected in the level of responsibility an individual has for the tasks and workloads assigned to them, making work discipline an action to encourage members of an organization or company to comply with various office rules that have been established. The development of human resources needs to be carried out by companies, and in this research, it is determined in the Regional Water Company (PDAM) of Makassar, a company engaged in providing clean water services whose management extends to various regions. To meet customer needs, the Water Company continually improves its services in terms of quality

and productivity. Observations indicate that employee performance is still low, hence the need for employee development through organizational commitment and work towards employee performance through job satisfaction (Wibowo, 2016). It is stated that performance is the implementation of a plan, and performance implementation is carried out by human resources who possess abilities, competencies, motivation, and capabilities.

According to Jufrizen (2021), performance is influenced by organizational culture, organizational commitment, and work motivation, where organizational culture becomes a habit and tradition that must be carried out and implemented by every organization's employee to demonstrate one's performance in the organization. Performance is often used by organizations as a reference for the achievement and success level of individuals in running an organization. Performance is a multi-media construction that includes factors (Indajang, 2020). There are 13 factors that can affect employee performance, including capability, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016). Out of these thirteen factors, this study focuses on several, including organizational commitment, work motivation, job satisfaction, and employee performance. An individual's attitude becomes a factor that influences employee performance, including job satisfaction, job engagement, and organizational commitment.

Organizational commitment is important in an institution to achieve the institution's goals. Commitment can be achieved if individuals within it fulfill their rights and obligations according to their respective functions and duties because the organization's achievement is the result of their work. According to Rivai (2013), a series of employee activities that become performance assessments include quantity, quality, efficiency, and work effectiveness. One of the factors influencing employee performance is organizational commitment, which is a form of love and loyalty shown by employees (Sitio, 2021). Research conducted by Jufrizen (2021) focuses on three variables: organizational culture, organizational commitment, and work motivation.

Work motivation is generally directed towards human resources in general and subordinates in particular, motivating employees to achieve the organization's goals. Based on previous research, work motivation has a positive and significant impact on employee performance. Work motivation is a series of human behavioral processes in achieving goals, with elements contained in motivation including awakening, directing, maintaining, showing intensity, being continuous, and influencing performance, including organizational commitment, organizational culture, and work motivation. Previous research has stated that organizational commitment has an impact on performance (Sitio, 2021).

Table 1. Performance Assessment of PDAM Kota Makassar

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INDIKATOR	2017	2018	2019	2020
Customer Growth	3,59%	8,33%	9,16%	8,35%
Service Coverage	51,80%	30,64%	34,10%	41,77%

Source: PDAM Makassar City

In the table above, there is a noticeable decrease in performance in several areas as set by the Regional Public Water Company of Kota Makassar, which should be achieved, and an improvement in performance has occurred. Starting from the issue regarding employee job satisfaction, based on the initial observations by the researcher and existing literature, it is evident that fostering work morale is one of the crucial activities conducted by the company. Therefore, in this research, the researcher attempts to address several factors assumed to be important in enhancing employee performance, namely the work environment, work discipline, and work motivation. As outlined above, the objective of this study is to investigate the impact of work motivation and organizational commitment on employee performance. Performance indicators, according to Mangkunegara (2013), include four factors: work quality, work quantity, reliability, and attitude. On the other hand, according to Wibowo (2016), there are seven performance indicators: competence, feedback, motive, goals, means, opportunity, and standard. Among these seven indicators, two are of particular significance, namely motive and goals. Performance is determined by goals, and to achieve these goals, motivation is essential. Without motivation, goals cannot be realized (Wibowo, 2016). It is also noted that there are three performance indicators, including task productivity, contextual productivity, and counterproductive performance.

2. RESEARCH METHOD

In this research, a quantitative approach is employed because the research data consists of numerical values, and the analysis involves statistics. The collection of information and data sources in this study is based on existing data obtained from the internal records of the employees of PDAM Kota Makassar. The population in this study consists of all employees, totaling 107 employees. The determination of the sample in this research is the employees of PDAM Kota Makassar. The data collection method is an integral part of the research design, and the data is gathered through questionnaires utilizing WarpPLS 7.0 Software Model.

3. RESULTS AND DISCUSSION

3.1 Convergent Validity

Convergent validity is a criterion in the measurement of the validity of indicators that are reflexive in nature. This evaluation is carried out by examining the outer loading coefficients of each indicator on its latent variable. An indicator is considered valid if the outer loading coefficient falls between 0.60 and 0.70, but for analyses with unclear theory, an outer loading of 0.50 is recommended (Ghozali, 2015), and it should also be statistically significant at a 0.05 alpha level or a t-statistic of 1.96. This indicates that each value in the

cross-loadings factor has reached a value above 0.5 with a p-value below 0.001. Thus, the criteria for convergent validity testing have been met. For a more detailed explanation, please refer to the Inner Model Evaluation - Calculation of Path Coefficients section, which outlines each path in the model using path analysis. This section presents the results with clear descriptions.

Uji Validitas

Tabel 2.
Uji Validitas Dengan *Combined Loadings And Cross-Loadings*

X1	X2	Z	Y	Type	(a SE	P value
X1.1 0.956	0.430	0.099	-0.468	Reflect	0.070	<0.001
X1.2 0.978	-0.307	-0.058	0.134	Reflect	0.070	<0.001
X1.3 0.879	-0.344	-0.126	0.815	Reflect	0.071	<0.001
X1.4 0.088	0.906	0.395	-0.959	Reflect	0.086	0.154
X1.5 0.956	0.430	0.099	-0.468	Reflect	0.070	<0.001
X1.6 0.978	-0.307	-0.058	0.134	Reflect	0.070	<0.001
X2.1 -0.816	0.901	0.137	0.056	Reflect	0.071	<0.001
X2.2 0.390	0.917	-0.046	-0.265	Reflect	0.071	<0.001
X2.3 0.057	0.905	-0.095	0.414	Reflect	0.071	<0.001
X2.4 -0.573	0.904	0.172	0.130	Reflect	0.071	<0.001
X2.5 0.346	0.937	-0.050	-0.193	Reflect	0.070	<0.001
X2.6 0.562	0.922	-0.112	-0.130	Reflect	0.071	<0.001
Z1.1 -0.248	0.397	0.957	-0.148	Reflect	0.070	<0.001
Z1.2 0.020	0.326	0.915	-0.490	Reflect	0.071	<0.001
Z1.3 0.021	-0.439	0.945	0.505	Reflect	0.070	<0.001
Z1.4 -0.162	0.309	0.954	-0.139	Reflect	0.070	<0.001
Z1.5 0.206	-0.002	0.943	-0.271	Reflect	0.070	<0.001
Z1.6 0.179	-0.623	0.893	0.561	Reflect	0.071	<0.001
Y1.1 -0.056	-0.003	0.007	0.960	Reflect	0.070	<0.001
Y1.2 -0.048	-0.081	0.019	0.920	Reflect	0.071	<0.001
Y1.3 -0.274	0.668	-0.047	0.933	Reflect	0.070	<0.001
Y1.4 0.231	-0.404	-0.010	0.947	Reflect	0.070	<0.001
Y1.5 0.119	-0.084	0.061	0.942	Reflect	0.070	<0.001
Y1.6 0.023	-0.089	-0.029	0.956	Reflect	0.070	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

To determine the significance of each path, it will answer whether the proposed hypotheses are accepted or rejected. Each tested path represents a hypothesis in this study. For the test of the variable Work Environment (X1) on Job Satisfaction (Z), a Path coefficient of 0.183 with a p-value of 0.001 was obtained. Since the p-value is smaller than α ($0.001 < 0.05$), H1 is accepted, meaning that there is a significant influence of Organizational Commitment (X1) on Job Satisfaction (Z). Similarly, there is a significant influence of Work Discipline (X2) on Employee Performance (Y).

3.2 Discussion

1. Influence of Organizational Commitment (X1) on Job Satisfaction (Z)

Based on the significant influence of organizational commitment on job satisfaction, it is accepted. The research results show that the coefficient of the influence of Organizational Commitment on Job Satisfaction is $\beta = 0.183$ with a p-value of <0.001. This result is significant because the p-value is less than 0.05. This means that a better work

environment perceived by employees will increase their job motivation at Perusahaan Umum Daerah Air Minum Kota Makassar. This result aligns with the research conducted by Kusumo (2017), which stated that organizational commitment significantly affects job satisfaction.

2. Influence of Work Discipline (X2) on Job Satisfaction (Z)

Based on the significant influence of work discipline on job satisfaction, it is accepted. This is evidenced by the significance value of the regression results of the work discipline variable on job satisfaction. The research results show that the coefficient of the influence of work discipline on job satisfaction is $\beta = 0.675$ with a p-value of <0.001 . This result is significant because the p-value is less than 0.05. Discipline is an essential operational function of human resource management because the better an employee's work discipline, the better their performance can be. Without good discipline, it is difficult for an organization to achieve optimal results. Discipline serves as a warning tool for employees who are resistant to change in behavior and attitude. This research is in line with the study conducted by Ashari (2015).

3. Simultaneous Influence of Organizational Commitment (X1) and Work Discipline (X2) on Job Satisfaction (Z)

Based on the significant simultaneous influence of organizational commitment and work discipline on job satisfaction, it is accepted. This is supported by the significance value of the regression results of the work discipline and organizational commitment variables on job satisfaction, which is $\beta = 0.675$ with a p-value of <0.001 . This result is significant because the p-value is less than 0.05. Therefore, organizational commitment and work discipline influence job satisfaction significantly, indicating a relatively high influence of these variables on job satisfaction. Job satisfaction reflects an individual's feelings about their work, which can be seen through their attitudes, work performance, and problem-solving abilities.

4. Influence of Organizational Commitment (X1) on Performance (Y)

Based on the significant influence of organizational commitment on performance, it is accepted. This is supported by the significance value of the regression results for the organizational commitment variable on employee performance, which is 0.000. The coefficient for this variable is. The research results show that the coefficient of the influence of work discipline on employee performance is $\beta = 0.499$ with a p-value of <0.001 . This result is significant because the p-value is less than 0.05. This research is consistent with Nydia's study (2012), which showed that organizational commitment, consisting of affective, continuance, and normative commitment, has a simultaneous effect on the field employee's performance. Commitment plays a crucial role in improving employee

performance within an organization. High commitment will lead to higher employee performance.

5. Influence of Work Discipline (X2) on Performance (Y)

Based on the significant influence of work discipline on performance, it is accepted. This is supported by the significance value of the regression results for the work discipline variable on employee performance, which is 0.000. The coefficient for this variable is $\beta = 0.233$ with a p-value of 0.003. This result is significant because the p-value is less than 0.05. Employee discipline, such as adherence to rules and task execution, will affect how employees complete their tasks and determine the quality of their work.

6. Simultaneous Influence of Organizational Commitment (X1) and Work Discipline (X2) on Performance (Y)

Based on the significant simultaneous influence of organizational commitment and work discipline on performance, it is accepted. This is supported by the significance value of the regression results for the work discipline and organizational commitment variables on employee performance, which is 0.043 with a p-value of <0.045 . This result is significant because the p-value is less than 0.05. This indicates a relatively high influence of organizational commitment and work discipline on employee performance. Performance is essential for an institution, especially employee performance, as it can lead to the achievement of the organization's desired goals. Whether good or bad, employee performance can significantly impact an institution's overall performance.

7. Influence of Job Satisfaction (Z) on Performance (Y)

There is a significant influence of job satisfaction on performance, which is accepted. This is supported by the significance value of the regression results for job satisfaction on employee performance, which is 0.000. The coefficient for this variable is 0.157 with a p-value of 0.005. This indicates a positive influence of job satisfaction on performance. Employee satisfaction will lead to improved employee performance as they perceive their work as enjoyable. This is supported by Indrawati (2013), which mentions the impact of job satisfaction on employee performance, stating that satisfied employees are more likely to speak positively about the organization, assist others, and exceed normal job performance expectations.

8. Quantitative Analysis, Direct Influence, and Indirect Influence

Variable Effect	Current	Indirect	Total
$X1 \rightarrow Z$	0,641	0	0,641
$X2 \rightarrow Z$	0,380	0	0,380
$X1 \rightarrow Y$	0,348	0,430	0,778
$X2 \rightarrow Y$	0,614	0,255	0,869
$Z \rightarrow Y$	0,671	0	0,671

a. Testing the indirect influence of the organizational commitment variable (X1) on performance (Y) through job satisfaction (Z)

Based on the data analysis results, the direct regression coefficient of organizational commitment (X1) is 0.348. The indirect regression coefficient is $0.641 \times 0.671 = 0.430$. The indirect coefficient of organizational commitment (X1) is larger than the direct coefficient of organizational commitment (X1). The intervening variable, job satisfaction, has an influence of 0.671 on the performance of the organizational commitment variable (X1). Job satisfaction is derived from employees' perceptions of how well their job provides what they consider important. Job satisfaction can act as an intervening variable between the influence of organizational commitment on employee performance. Employees who have high organizational commitment but low job satisfaction will decrease employee performance. However, if employees have high organizational commitment and high job satisfaction, it will also increase employee performance. An employee who has a strong commitment to spending their career at PDAM Kota Makassar shows a strong commitment in themselves. However, on the other hand, the employee feels that the monthly salary received is not in line with what the employee has given to the company. This indicates high employee commitment but low job satisfaction. In this case, low job satisfaction can also lead to a decrease in employee performance. In another example, employees who take pride in being part of PDAM Kota Makassar indicate a high commitment in those employees.

b. Testing the indirect influence of the work discipline variable (X2) on performance (Y) through job satisfaction (Z)

Based on the data analysis results, the direct regression coefficient of work discipline (X2) is 0.614, and the indirect regression coefficient is $0.380 \times 0.671 = 0.255$. The indirect coefficient of work discipline (X2) is smaller than the direct coefficient of work discipline (X2). The intervening variable, organizational commitment, has an influence of 0.671 on the performance of the work discipline variable (X2). Performance is the result of work produced by an individual or group based on skills, experience, dedication,

and time with a maximum capacity. According to Mangkunegara (2011), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Work discipline must be applied within the organization and carried out by every employee, and with work discipline, an increase in performance is expected. This statement is supported by Ardansyah (2014), who states that work discipline is defined as when employees always arrive and leave on time, perform all tasks well, adhere to all company regulations, and adhere to social norms that apply. The success of an organization is influenced by the level of satisfaction felt by employees. The satisfaction felt by each employee will result in an increase in the performance of an employee, as they consider their work to be enjoyable.

4. CONCLUSION

Based on the research conducted at PDAM Kota Makassar, several conclusions can be drawn as follows:

- a. There is a significant influence of organizational commitment on employee job satisfaction.
- b. There is a significant influence of work discipline on employee job satisfaction.
- c. There is a significant simultaneous influence of organizational commitment and work discipline on employee job satisfaction.
- d. There is a significant influence of organizational commitment on employee performance.
- e. There is a significant influence of work discipline on employee performance.
- f. There is a significant simultaneous influence of organizational commitment and work discipline on employee performance.
- g. There is a significant influence of job satisfaction on employee performance.
- h. There is a significant indirect influence of organizational commitment on performance through employee job satisfaction.
- i. There is a significant indirect influence of work discipline on performance through employee job satisfaction.

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