

Employee Performance Factors at PT. Boston Nusantara
Faktor - Faktor Kinerja Karyawan pada PT. Boston Nusantara

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ABSTRACT

Employees are valuable assets to the organization, and their efforts will help the company accomplish its mission. Companies that cannot manage and monitor their employees' performance will negatively impact the achievement of the company's goals and vision. Employee commitment supported with excellent work discipline and a high level of job satisfaction has an impact on employee performance. However, there are still employees that are uncommitted and lack strong work discipline. This study aims to investigate and identify some of the factors of employee performance at PT. Boston Nusantara, such as employee commitment, work discipline, and job satisfaction. The multiple correlation and the determination coefficient methods were employed in this study. The results showed that (1) Employee Commitment Variable had no effect on Employee Performance, (2). Employee Performance is influenced by Work Discipline Variable. (3). Employee Performance is influenced by Job Satisfaction Variable. (4). Simultaneously, Employee Performance is influenced by the variables of Employee Commitment, Work Discipline, and Job Satisfaction. The implication of this study is that the organization must develop a work environment that encourages employees to maintain persistent commitment, work discipline, and job satisfaction to create a collaborative work environment and achieve the company goals.

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

Introduction

Companies must be ready to compete with companies from all over the world. Global threats and challenges have proven that the influence of globalization will have an impact on company performance. Improved performance is something that is desired by both the employer and the workers. Employers want good employee performance for the benefit of increasing work results and company profits. On the other hand, workers have an interest in self-development and job promotion. In general, it can be said that good employee performance aims to increase productivity. Performance is the result of work achieved by someone based on job requirements (Bangun, 2012). Performance appraisal is a process carried out by organizations to evaluate or assess the success of employees in carrying out their duties. Employee performance is a variable that is influenced by many factors. Several determinants of employee performance are employee commitment, work discipline, and job satisfaction.

Commitment is the relationship between employees and organizations that acts as an indicator of employees' futures and organizations that engage employee involvement to contribute to the success of the organization as a form of employee dedication and loyalty to the organization (Riyanto & Prasetyo, 2021). Committed employees generally demonstrate a work attitude that is attentive to their responsibilities, very responsible for carrying out their responsibilities, and very loyal to the company. Commitment contains beliefs and binders, which will generate energy to the employees to give their best performance. In real terms, commitment has an impact on the work performance of human resources, and in the end it also greatly influences the performance of a company. Ariawaty (2020) conducted a study in improving employee performance through organizational culture and employee commitment. The result of that study showed that commitment has a significant effect on employee performance (Ariawaty, 2020).

Enforcement of employee work discipline is something that is important for a company because discipline will make the work done in a more effective and efficient way. Work discipline is a form of employee self-control and regular implementation and shows the level of sincerity of the work team within an organization (Razak et al., 2018). If work discipline cannot be enforced, many employees will be ineffective at work and often lose focus in the middle of work.

Job satisfaction is a general attitude towards one's work as the difference between the number of rewards received by workers and the number of rewards that are believed to be received, perhaps it is this job satisfaction that makes the motivation and work ability of subordinates decrease. Enjoying work is one of the keys in realizing the ideals of the agency, supported by strong motivation and ability to work (Sembiring & Tanjung, 2021). When employees feel satisfaction about the job, they are motivated to put greater effort into the job performance. Then, it tends to increase the overall performance of the organization.

Based on the explanation above, the study took an initiative to conduct a study related to the factors that determine employee performance at PT. Boston Nusantara. The purpose of this study is to investigate and identify some of the factors of employee performance at PT. Boston Nusantara including employee commitment, work discipline, and job satisfaction. The benefit of this study is to provide contributions and input to companies/organizations related to the importance of aspects of employee commitment, work discipline and job satisfaction in supporting employee performance which will have an impact in improving the overall organizational performance.

Research Methods

The data collection method used in this study is through questionnaires. The questionnaire media used is a Google form link. The questionnaire used in this study was a closed question with a Likert Scale. The sampling technique used in this study was the Nonprobability Sampling technique with Saturated Sampling. The saturated sampling technique is a technique used based on all populations to determine the sample (Sugiyono, 2017). The reason why studyer used this technique was because the population was relatively small, 140 respondents. This study took a quantitative approach with both primary and secondary data being used. Primary data was gained directly through questionnaires, direct observation and interviews. Secondary data was gained from data collected previously by someone else.

The data type for each variable is ordinal with a scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The following are definitions and indicators for each variable:

Employee Performance (Y): Performance is the result of work achieved by someone based on job requirements with indicators: quality, quantity, punctuality, effectiveness, independence, and work commitment.

Employee Commitment (X1): Commitment is the relationship between employees and organizations that acts as an indicator of employees' futures and organizations with indicators: strong desire to remain a member of the organization, desire to take action on behalf of organization, acceptance of company values and goals, and level of absenteeism.

Work Discipline (X2): Work discipline is a form of employee self-control and regular implementation and shows the level the level of sincerity of the work team within an organization with indicators: attendance at work, compliance with work regulations, compliance with work standards, high levels of vigilance, and working ethically.

Job Satisfaction (X3): Job satisfaction can be summed up as what makes someone enjoy the work done because they feel happy doing their job with indicators: mentally challenging work, supportive working conditions, decent pay, personality fit with work, and supportive coworkers.

For analyzing the data, there were 2 types of tests used, which were statistical tests and hypothesis testing. Statistic tests used multiple correlation and determination coefficients. Multiple correlation analysis is a type of correlation that examines the relationship between two or more independent variables and one dependent variable. Meanwhile, the hypothesis test used the T test. T test is a test used to determine whether there is a significant effect of the independent variable on the dependent variable partially.

Results and Discussions

A. Descriptive Analysis

These are the average summaries of respondents score for each variable:

1. Employee Performance

Six indicators were used to measure employee performance and based on the 140 respondents' responses, the average score for this variable is 82.5%. The score lies in the area of strongly agreed. This means that employee performance at PT. Boston Nusantara is good enough according to respondents' perceptions.

2. Employee Commitment

Four indicators were used to measure employee commitment and based on the 140 respondents' responses, the average score for this variable is 82.1%. The score lies in the strongly agreed area. This means that employee commitment at PT. Boston Nusantara is good enough according to respondents' perceptions.

3. Work Discipline

Five indicators were used to measure employee commitment and based on the 140 respondents' responses, the average score for this variable is 84.2%. The score lies in the strongly agreed area. This means that work discipline at PT. Boston Nusantara is good enough according to respondents' perceptions.

4. Job Satisfaction

Five indicators were used to measure employee commitment and based on the 140 respondents' responses, the average score for this variable is 86.6%. The score lies in the strongly agreed area. This means that employee commitment at PT. Boston Nusantara is good enough according to respondents' perceptions.

B. Data Quality Test

1. Validity Test

According to the result of the validity test on all of the variables (employee performance, employee commitment, work discipline and job satisfaction), the r count value is higher than the value of r table that is equal to 0.166. Therefore, it can be said that the questions on the study variables are valid and can be used as study instruments.

2. Reliability Test

According to the result of the reliability test, the value of Cronbach Alpha coefficient for all of the variables used (employee performance, employee commitment, work discipline and job satisfaction) is higher than 0,60. Therefore, it can be said that the questions on reliable research variables can be used as study instruments.

C. Data Statistic Test

1. Analysis of Partial Determination Coefficient X_1 on Y

Table 1. Partial Correlation of Employee Commitment (X_1) with Employee Performance (Y)

Correlations			
		Employee Commitment	Employee Performance
Employee Commitment	Pearson Correlation	1	,354**
	Sig. (2-tailed)		,000
	N	140	140
Employee Performance	Pearson Correlation	,354**	1
	Sig. (2-tailed)	,000	
	N	140	140

Source: SPSS analysis result.

According to the results of table 1, the partial correlation coefficient between the employee commitment variable and employee performance is 0.354. Therefore, the coefficient of determination of employee commitment is 12.5%. This means that the employee commitment variable affects the employee performance variable by 12.5% and the remaining 87.5% is affected by other variables.

2. Analysis of Partial Determination Coefficient X_2 on Y

Table 2. Partial Correlation of Work Discipline (X_2) with Employee Performance (Y)

Correlations			
		Work Discipline	Employee Performance
Work Discipline	Pearson Correlation	1	,637**
	Sig. (2-tailed)		,000
	N	140	140
Employee Performance	Pearson Correlation	,637*	1
	Sig. (2-tailed)	,000	
	N	140	140

Source: SPSS analysis result.

According to the results of table 2, the partial correlation coefficient between the employee commitment variable and employee performance is 0.637. Therefore, the coefficient of determination of employee commitment is 40.5%. This means that the employee commitment variable affects the employee performance variable by 59.5% and the remaining 87.5% is affected by other variables.

3. Analysis of Partial Determination Coefficient X_3 on Y

Table 3. Partial Correlation of Job Satisfaction (X_3) with Employee Performance (Y)

Correlations			
		Job Satisfaction	Employee Performance
Job Satisfaction	Pearson Correlation	1	,562
	Sig. (2-tailed)		,000
	N	140	140
Employee Performance	Pearson Correlation	,562**	1
	Sig. (2-tailed)	,000	
	N	140	140

Source: SPSS analysis result.

According to the results of table 3, the partial correlation coefficient between the employee commitment variable and employee performance is 0.562. Therefore, the coefficient of determination of employee commitment is 31.5%. This means that the employee commitment variable affects the employee performance variable by 31.5% and the remaining 68.5% is affected by other variables.

4. Analysis of the Simultaneous Determination Coefficient

Table 4. Simultaneous Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,841 ^a	,707	,700	4,145

a. Predictors: (Constant), Job Satisfaction, Employee Commitment, Work Discipline

Source: SPSS analysis result.

According to the results of table 4, the coefficient of simultaneous determination between employee commitment, work discipline and job satisfaction on employee performance is seen from the Adjusted R Square value, which is 0.700 or 70%. It means that the variables of employee commitment, work discipline and job satisfaction can explain the employee performance variable by 70%, while the remaining 30% is affected by other variables that are not examined in this study.

D. Hypothesis Test

1. Partial Test (T Test)

Table 5. Result of Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-6,319	3,628		-1,742	,084
Employee Commitment	,159	,122	,084	1,307	,193
Work Discipline	,659	,096	,468	6,861	,020
Job Satisfaction	,544	,088	,392	6,174	,003

a. Dependent Variable: Employee Performance

Source: SPSS analysis result.

According to table 5, here are the results of partial test for each variable:

- The Effect of Employee Commitment on Employee Performance
The significant value on the employee commitment variable is $0.193 > \alpha = 0.05$ so that H_0 is accepted or H_a is rejected. Therefore, there is no significant effect of employee commitment on employee performance at PT. Boston Nusantara.
- The Effect of Work Discipline on Employee Performance
The significant value on the work discipline variable is $0.020 < \alpha = 0.05$ so that H_0 is rejected or H_a is accepted. Therefore, there is a significant effect of work discipline on employee performance at PT. Boston Nusantara.

c) The Effect of Job Satisfaction on Employee Performance

The significant value on the job satisfaction variable is $0.003 < \alpha = 0.05$ so that H_0 is rejected or H_a is accepted. Therefore, there is a significant effect of job satisfaction on employee performance at PT. Boston Nusantara.

2. Simultaneous Test (F Test)

Table 6. Result of Simultaneous Test

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5629,087	3	1876,362	109,234	,000 ^b
	Residual	2336,135	136	17,177		
	Total	7965,221	139			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Commitment, Work Discipline, Job Satisfaction

Source: SPSS analysis result.

The number of respondents in this study were 140 ($n = 140$) with 4 variables ($k = 4$) and $\alpha 0.05$. The value of the f table can be determined based on the value of the degree of the denominator ($df_1 = k - 1 = 3$) and the degree of the numerator ($df_2 = n - k = 136$). Thus, the value of f table is 2.67.

According to table 7, the value of f count = 109.234 > f table = 2.67 and significant value = 0.000 < $\alpha = 0.05$. Thus, there is a simultaneous effect between employee commitment (X_1), work discipline (X_2) and job satisfaction (X_3) on employee performance (Y) at PT. Boston Nusantara.

5. Conclusion (Penutup)

Based on the results of data analysis and discussion, it can be concluded that employee performance at PT. Boston Nusantara is affected by work discipline and job satisfaction but not employee commitment. This indicates that the higher the work discipline and job satisfaction of employees, the higher the employee's performance. Simultaneously, the variables of employee commitment, work discipline and job satisfaction affect the performance of employees at PT. Boston Nusantara.

Overall, there are similarities in the results of this study with the results of previous studies. Regarding the employee commitment variable, in this study, this variable was found to have no effect on the employee performance variable. This can be caused by other factors not examined in this study, such as employee tenure, work environment, and organizational policies. The results of this study illustrate that the company and employees have a shared responsibility in improving performance. Companies and employees must work together to achieve these performance improvement goals. The implication of this study is that the company must create and develop a supportive corporate culture, a good work ethic, and improve motivation so that the employee performance increases.

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