

The Effect of Work Discipline and Work Conflict on Organizational Commitment Meditated by Employee's Satisfaction during the Covid-19 Pandemic

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Abstract

The COVID-19 pandemic is one of the factors that can decrease and increase an employee's job commitment. This study is aimed to analyze the effects of job discipline and job conflict on the organizational commitment, mediated by job satisfaction. It also analyses the effect of job discipline on organizational commitment. It also analyzes the effect of job conflict on organizational commitment. This study took 120 employees with various levels at a tissue company. The data were analyzed using path analysis. It shows that job discipline and job conflict have a significant effect on employees' satisfaction. Employee satisfaction has a significant effect on organizational commitment. Indirectly, job discipline and job conflict also have a significant effect on organizational commitment, each variable obtained path coefficient indicating an indirect effect. It can be concluded that job discipline, job conflict, and employee job satisfaction have an important role in organizational commitment.

Keywords

Job discipline, work conflict, working satisfaction, and commitment toward organization.

To cite this article: Widyaningrum, M, E, and Sutarso, Y. (2021) The Effect of Work Discipline and Work Conflict on Organizational Commitment Meditated by Employee's Satisfaction during the Covid-19 Pandemic. *Review of International Geographical Education (RIGEO)*, 11(7), 2295-2306. Doi: 10.48047/rigeo.11.07.207

Submitted: 10-10-2020 • **Revised:** 15-12-2020 • **Accepted:** 20-02-2021

Introduction

In a globalization process, many enterprises are growing more rapidly. Therefore, an organization is encouraged to be able to increase competitiveness so that it can maintain the company's stability. In addition, the current condition of globalization also requires humans to be able to prepare themselves to face any changes at the international level. To be able to survive in the era of globalization, organizations must also be able to improve the quality of their human resources. For example, improving the human resources in the hospitals could be done by also improving the equipment in that job place too. (Alizadeh Sharafi, Ghahramanian, Sheikhalipour, Ghafourifard, & Ghasempour, 2021). In abroad sense, (R. Gopinath, 2020) stated that human resource management is a science that can regulate the roles and relationships of an employee so that they can do the job more effectively and efficiently to realize the goals of the organization, society, and the employees themselves.

Indonesia's large population can be used as development capital that requires a good quality human resources management (HRM). Therefore, they must be developed and their quality can be increased. This is in line with the concept that humans are actors, people who enjoy and are also the actors of organizational development. However, some experts also agree that the current condition of human resources still needs to be developed in order to be able to overcome the next challenges. HRM is also a definite thing in an organization in order to develop and it is salient to have this division in the organization. In this context, the division related to human resources can support their employees to handle and suit them to newly altered job environment and, therefore, its existence is required (Carnevale & Hatak, 2020). Human resource management becomes a tool in an organization so that they can be successful working with their companies (Surito, Arifin, & Aiyub, 2020). Today, with the corona disease outbreak, organizations are facing the uncertainty that requires every human resource to be ready to face the problems and the condition which is always full of uncertainty. For example, the COVID-19 pandemic has become a challenge that can change working conditions such as the job environment changing into the job from home (WFH), the implementation of policies and procedures for limiting human contact for making distance. The COVID-19 pandemic also has an impact on the distance or gap that occurs between human resources and the organizational environment.

This study uses the object of a Tissue Production Company. In tissue companies, there is also a decrease in commitment due to dissatisfaction by some employees. This is due to a decrease in job discipline which results in job conflicts. The researcher considers it salient for doing the research on this problem. There are factors that are considered influential toward the employees' organizational commitment. Job satisfaction, work conflict, and work discipline are the influential factors toward organizational commitment. Employees' job satisfaction is considered a prominent factor for increasing organizational commitment. For example, in research done by (R. Gopinath, 2020) it was found that working satisfaction has a significantly positive influence on the employees' commitment toward their organization. The higher level of self-actualization are more satisfied and committed in their job. Besides that, as found by (Mangkunegara & Octorend, 2015) work conflict becomes a factor affecting the employee's organizational commitment. In the previous study by (Inegbedion, Inegbedion, Peter, & Harry, 2020) it was also found that working satisfaction has a significant effect on an employee's job also stated that job conflict can affect the level of employee organizational commitment. Thus, job satisfaction and job conflict are the influential factors towards organizational commitment.

In Tissue Company, there is also a decrease in employee job discipline caused by an employee's dissatisfaction in obtaining results from their performance. It also reduces the level of employees' commitment. This finding is similar to the research by (Sugiono & Efendi, 2020); he proved the level of work discipline is one of the factors in influencing an employee's job satisfaction. (Mangkunegara & Octorend, 2015). explain that the level of discipline can affect an employee's job commitment. Certainty, it occurs due to government policies, which affect the policy of the tissue company which results in the occurrence of a new problem within the company. Finally,

there are some influential factors toward organizational commitment such as job satisfaction, job discipline, and job conflict as mediating variable.

From the explanation above, the researcher wants to attain the research objectives\as follows: to analyze the effects of job discipline and job conflict on the organizational commitment mediated by job satisfaction. In that process of analysis, this study also analyses the influence of work discipline on the employees' commitment toward their companies. Besides that, it also analyses the effect of work conflict on organizational commitment as well.

Literature Review

Job discipline

Discipline means following the rules, following procedures, and following the rules in the company. Discipline is a way to make people obey the rules, in accordance with those set by an organization (Surito et al., 2020) According to (Sugiyono, 2015) job discipline is a management action that serves to encourage awareness and willingness of an employee to be able to obey all the rules determined by the organization or company. The application of good job discipline will reflect how much an employee has a sense of responsibility for the tasks given (Surito et al., 2020). As in (Thompson, 2020) E.P (2020), on the discipline in industrial capitalism, job discipline is also a factor that needs to be considered in the job place, very especially in the era of industrial revolution. In more general, (Inegbedion et al., 2020) explains that discipline is a value that develops within employees to be able to adjust every rule and value of job that is done voluntarily.

According to Singodimedjo (Alizadeh Sharafi et al., 2021) discipline is an attitude of someone's intention to obey procedures that he or she has to do. Discipline describes an employee's respectful attitude towards every company procedure. So if one of the company's procedures is ignored or violated, it can be explained that the employee's job discipline is bad (Sulistiyani, 2017; Surito et al., 2020). Furthermore, according to (Zainal et al., 2020) discipline are the leaders being able to realize and lead to employees' compliance with the procedures applicable to the company. The indicators contained in job discipline (R. Gopinath, 2020) include 1. Ability to achieve the goal, 2. Leading example, 3. Repayment, 4. Justice, 5. Waskat, 6. Punishment, 7. Firmness, 8. Human relations. From the explanation of the theory, the proposed hypothesis is as follows:

H1: Work discipline has a positive significant influence on employees' work satisfaction

Work conflict

Conflict can occur if a person's needs and goals cannot be achieved in accordance with company standards (Siswanto & Sucipto, 2008). Conflict is a difference in attitude and an employee's inability to carry out their duties (Kurniawan, Sularso, & Titisari, 2018). (Kreitner & Kinicki, 2003) explain that when an employee experiences many demands that are very conflicting with other employees, the employee is experiencing job conflict. Then, (Yuliviona, 2014) \ states that job conflict is a disagreement between one employee and another that arises because of the necessity to be able to complete activities together. There is a difference or disagreement between the job condition and the employees' demand and this creates a job conflict.

There are also some experts who discuss job conflict. For example, (Wijaya et al., 2017) job conflict is a situation that occurs between two or more parties who believe that there are differences in positions, not enough resources and one of the parties is contradictory or interferes in several things that have an impact on the success of the other party's goals. According to (Aronsson et al., 2021) job conflict can decrease the employees' motivation in working. This can be eventually leading to less performance of the organization. Furthermore, according to Thomas (Mangkunegara & Octorend, 2015) job conflict is an initial step when one party feels the other party is a nuisance or can influence the detriment of the other party. Aditya (as (Manurung &

Riani, 2017) job conflict is social life in various conditions of circumstances that have the impact of controversy accompanied by the conflict between two or more parties on a continuous basis. According to Fitriana (Sulistiyani, 2017) job conflict has 5 indicators, namely: 1. Job Coordination. 2. Communication. 3. Dependency of Task Execution. 4. Differences in Perception. 5. Job Competition. From the explanation of the theory, the proposed hypothesis is:

H2: Job conflict has a negatively significant influence on employees' work satisfaction.

Work satisfaction

Work satisfaction is an important factor that must be taken into account when the employees working in the organization or companies (Inegbedion et al., 2020). In relation to this factor, (Sugiono & Efendi, 2020; Sugiyono, 2015) describe that job satisfaction is the level of pleasure that arises from employees for their performance results within the company. Job satisfaction is defined as the emotional feeling felt by an employee. Thus, working satisfaction reflecting the employee's psychological atmosphere in their work condition, and they're being friendly with their friends in the company... Furthermore, working satisfaction is becoming essential for the workers because they feel enjoyable to work in their company and they can also do their tasks successfully. They finally get achieve the company's overall goal.

Other proponents also have discussed job satisfaction as the influential factor in the organization. For example, (Amin, 2021) also found that job satisfaction is very important for increasing the employees' motivation so that they can dedicate their time to the organization. Another proponent is (Robbins & Judge, 2013; Robbins, Judge, & Millett, 2015) stating that the employees' feeling satisfied with their job becomes their common attitude towards their company and they think they are not equal to get the right and compensation they have to get from their company. (Rachman, Sawitri, Dwiarta, & Waryanto, 2021) explain that job satisfaction is closely related to an employee's behavior towards the situation and his own job, as well as the cooperation carried out with the leadership or fellow employees. According to (Amin, 2021) work satisfaction has 4 indicators, which are the factors related to their psychological condition, 2) Things socially, 3) Things physically, and 4) What they need financially. From the evidence above, the researcher would like to state the hypothesis as the following:

H3: Work satisfaction has a positive significant influence on the employees' commitment toward the company.

Employees' commitment toward the company

(Robbins & Judge, 2013) describe that commitment as a condition in which an employee supports a particular organization along with all its goals and desires in order to maintain its membership position in the organization. Employee commitment does not only occur so suddenly but it has a long process. According to (Rachman et al., 2021) commitment is the relative attachment of an employee to the interests of organizational goals. Besides that, commitment is an employee's loyalty and their caring for their company (Kurniawan et al., 2018) explain that a desire that Strong commitment to become an employee in an organization or company is usually called an employee's job commitment. When talking about indicators of job discipline and job conflict, it can be traced from the previous studies. For example, in a study by (Yao, Qiu, & Wei, 2019) there is some terms such as affective, normative, and continuance commitment. In connection with the important factor of organizational commitment, it is suggested to pay attention to increasing this factor in the companies. As a study which was also done by (R. Gopinath, 2020) they also confirmed that organizational commitment requires a good condition of job and discipline. Based on the arguments and the theories related to job conflict and job discipline and the importance of organizational commitment in the companies, the proposed hypotheses are as follows:

H4: Work discipline has a positive significant influence on the employees' commitment toward the company.

H5: Work conflict has a negatively significant influence on the employees' commitment toward the company.

Research Method

Research is designed to a group important procedure for obtaining a step that will be used to develop and solve a problem in the research conducted. This study used an explanatory method because the aim is to describe the cause and effect relationship among the factors testing analysis (Rachman et al., 2021). The researcher employed 120 employees at a tissue company. Then, the researcher analyzed the data by employing path analysis, with the research instrument testing such as t-test for proving the results.

Variable measurement

Each indicator in each variable is explained using a Likert scale. Indicators on each variable are used as benchmarks for making instruments in research, which consist of questions/statements. The answers to questions or statements posed consist of components on a Likert scale with the components s presented in Table 1.

Table 1. Likert scale

No.	Replies	Description	Value
1.	Reply 1	Strongly disagree	1
2.	Reply 2	Disagree	2
3.	Reply 3	Less agree	3
4.	Reply 4	Agree	4
5.	Reply 5	Strongly agree	5

Source: (Sugiono & Efendi, 2020)

Procedure of data collection

In this study, the data were collected directly by the researcher, which is commonly called the use of primary data (Sugiono & Efendi, 2020; Sugiyono, 2015). Data collection is used to obtain objective data, by using literature studies, surveys on research objects and distributing questionnaires to respondents.

Results of the Research

Analysis of variable description of job discipline

All the indicators that are described using description testing as presented in Table 2.

Table 2 explains the results of the descriptive analysis of job discipline variables as follows: the goal and ability indicator (X1.1) in this study has a minimum (lowest) value of 2.00, has a maximum (highest) value of 5.00, has a the mean (middle) is 4.08, and has a standard deviation value of 0.83. The exemplary leader indicator (x1.2) in this study has a minimum (lowest) value of 1.00, has a maximum (highest) value of 5.00, has a mean (middle) value of 3.94, and has a Std value. Deviation is 1.04. The remuneration indicator (x1.3) in this study has the lowest value of 1.00, has the highest value of 5.00, has a mean value of 4.03, and has a deviation standard of 0.92. The fairness indicator (x1.4) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean (middle) value of 3.86, and has a deviation standard value of 0.72.

Table 2.
Indicators of job discipline

	N	Minimum	Maximum	Mean	Std. Deviation
Objectives and Abilities	120	2.00	5.00	4.0833	.83599
Leadership Model	120	1.00	5.00	3.9417	1.03952
Remuneration	120	1.00	5.00	4.0250	.92093
Justice	120	2.00	5.00	3.8583	.72525
Waskat	120	2.00	5.00	3.7167	.70034
Law Sanction	120	2.00	5.00	3.8500	.71772
Firmness	120	2.00	5.00	3.8417	.72176
Human relationship	120	2.00	5.00	3.8417	.71002
Valid N (list wise)	120				

Source: Processed data by SPSS 25 (2021)

The **waskat** indicator (x1.5) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean value of 3.72, and has a deviation standard value of 0.70. The legal sanction indicator (x1.6) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean value of 3.85, and has a deviation standard of 0.72. And, assertiveness indicator (x1.7) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean value of 3.84, and has a deviation standard of 0.72. The human relations indicator (x1.8) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean value of 3.84, and has a standard deviation of 0.71.

Analysis Of Job Conflict

The analysis of this variable, and each of the indicators of job conflict, is presented in Table 3.

Table 3.
Indicator description of job conflict

	N	Lowest	Highest	Mean	Deviation
Job coordination	120	2.00	5.00	4.1500	.91348
Communication	120	1.00	5.00	4.0417	.99912
Independency of Job implementation	120	1.00	5.00	3.8250	1.15709
Perception Differences	120	1.00	5.00	3.9667	1.08414
Job Competition	120	2.00	5.00	3.9833	.92567
Valid N (list wise)	120				

Source: Processed data by SPSS 25 (2021)

Table 3 explains the results of the analysis of the description of job conflict variables as follows: the job coordination indicator (x2.1) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean value of 4.15, and has a deviation standard of 0.91. The communication indicator (x2.2) in this study has the lowest value of 1.00, the highest value of 5.00, a mean value of 4.04, and a deviation of 0.99.

The job implementation dependency indicator (x2.3) in this study has the lowest value of 1.00, the highest value of 5.00, a mean value of 3.83, and a deviation of 1.15. The perception difference indicator (x2.4) in this study has the lowest value of 1.00, the highest value of 5.00, a mean value of 3.97, and a deviation of 1.08. The job competition indicator (x2.5) in this study has the lowest

value of 2.00, has the highest value of 5.00, has a mean value of 3.98, and has a deviation of 0.92.

Analysis of job satisfaction

Job satisfaction can be described using some indicators as presented in Table 4.

Table 4. Description of job satisfaction indicators

	N	Lowest	Highest	Mean	Deviation
Psychological Factors	120	2.00	5.00	4.0167	.67343
Social Factors	120	2.00	5.00	4.0167	.74454
Physical Factors	120	2.00	5.00	3.8000	.82605
Financial Factor	120	2.00	5.00	3.9917	.72756
Valid N (list wise)	120				

Source: Processed Data by SPSS 25 (2021)

Table 4 explains the results of the analysis of the description of job satisfaction variables as follows: the psychological factor indicator (z1.1) in this study has a minimum (lowest) value of 2.00, has a maximum (highest) value of 5.00, has a mean value (middle) of 4.02, and has a value of standard deviation of 0.67. The social factor indicator (z1.2) in this study has a minimum (lowest) value of 2.00, has a maximum (highest) value of 5.00, has a mean (middle) value of 4.02, and has a standard deviation of 0.74.

The physical factor indicator (z1.3) in this study has a minimum (lowest) value of 2.00, has a maximum (highest) value of 5.00, has a mean (middle) value of 3.80, and has a standard deviation of 0.82. The financial factor indicator (z1.4) in this study has a minimum (lowest) value of 2.00, has a maximum (highest) value of 5.00, has a mean (middle) value of 3.99, and has a standard deviation of 0.73.

Analysis of commitment variable

The indicators that describe the variable of commitment can be seen in Table 5.

Table 5. Description of commitment indicators

	N	Lowest	Highest	Mean	Deviation
Effective Commitment	120	2.00	5.00	3.9000	.77134
Sustainability Commitment	120	2.00	5.00	3.7917	.73216
Normative Commitment	120	2.00	5.00	3.7333	.68272
Valid N (list wise)	120				

Source: Processed Data by SPSS 25 (2021)

Table 5 describes the results of the analysis of the commitment variable's indicators such as the following: the effective commitment indicator (y1.1) in this study has the lowest value of 2.00, has

the highest value of 5.00, has a mean value 3.90, and has a standard deviation of 0.77. The sustainability commitment indicator (y1.2) in this study has a minimum (lowest) value of 2.00, has the highest value of 5.00, has a mean value of 3.79, and has a standard deviation of 0.73. The normative commitment indicator (y1.3) in this study has the lowest value of 2.00, has the highest value of 5.00, has a mean value of 3.73, and has a standard deviation of 0.68.

Analysis of research instruments

This study describes the results of the answers from the distribution of the questionnaire, which were measured by testing the validity. According to (Sugiono & Efendi, 2020; Sugiyono, 2015) the validity test is one of the statistical tests in order to show the accuracy between the data obtained in the field and the data reported by the researcher. To show whether the data is valid or not, the researcher measured by looking at the acquisition of a correlation value of more than 0.30. Table 6 describes the results of the validity test.

Table 6.
 Results of validity testing

Variables	Item-Correlation of The total Correlation				Description
	X1	X2	Y	Z	
Job Discipline	.464				Valid
	.322				Valid
	.340				Valid
	.607				Valid
	.587				Valid
	.482				Valid
	.474				Valid
Job Conflict	.411				Valid
		.566			Valid
		.729			Valid
		.730			Valid
		.752			Valid
Job Satisfaction		.388			Valid
			.688		Valid
			.545		Valid
			.788		Valid
Commitment			.670		Valid
				.312	Valid
				.599	Valid
			.644	Valid	
A value that is critical at					> 0,30
α = 0,05					

Data taken from the researcher's processed result using SPSS (2021)

Table 6 shows the results of the validation test for each indicator on the variables tested. It indicates that each variable indicator is considered valid with the acquisition of an item-total correlation coefficient bigger compared to the value that is critical at 0.30. After testing the validity of each indicator in the variables studied, the reliability test was also done. The data can be said to be good or reliable if the answers to the questions or statements are stable e.g., by obtaining Cronbach's Alpha close to 1.00 (D. R. Gopinath, 2020)/

Table 7.
Results of reliability testing

Variable	Cronbach's Alpha	Description
Job Discipline (X1)	0,770	Reliable
Job Conflict (X2)	0,827	Reliable
Job Satisfaction (Z)	0,837	Reliable
Commitment (Y)	0,688	Reliable
A value that is critical at $\alpha = 0,05$		> 0,60

Data taken from the researcher's analysis process by SPSS (2021)

Table 7 describes the indicators of four variables, including job discipline (x1), job conflict (x2), job satisfaction (z) and commitment (y) with the results of Cronbach's Alpha that is higher than 0.60.

Analysis of hypothesis testing

Now that the tests of validity and reliability had been done, the researcher did the analysis of hypothesis testing. The results of the path analysis describe the overall effect between job discipline (x1) and job conflict (x2) on commitment (y) with mediation of job satisfaction (z) as presented in Figure 1.

:

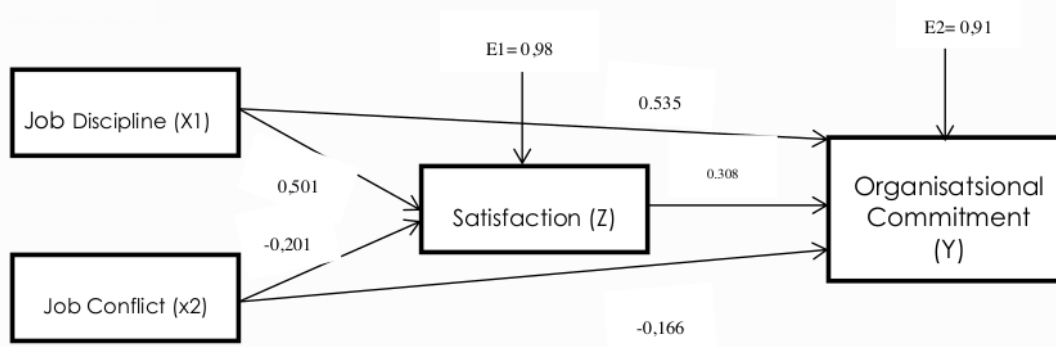


Figure 1. Path analysis results

The results can also be seen in Table 8.

Table 8 describes the relationship between the influential factors conceptually as the framework toward the hypotheses as the following.

1. Job discipline (x1) has a positive and significant effect on employee job satisfaction (z), which shows that the first hypothesis is accepted. Then the better the application of job discipline in tissue companies, it will increase employee job satisfaction. Because employees feel that the system implemented in the company is very organized. The system makes it easier for them to carry out their job. The result is similar to that by (Mangkunegara & Octorend, 2015; Manurung & Riani, 2017; Sugiono & Efendi, 2020; Sugiyono, 2015; Zakiyah & Wahyono, 2020) stating that the higher the level of application of work disciplines in a company, the higher the satisfaction in working.

Table 8.
 Calculation based on Path analysis

Model	Directly to affect	Indirectly to affect	t	Sig.
Sub-Structure (X₁ and X₂ to Z)				
Job Discipline	0,501		4,426	0,000
Job Conflict	-0,201		-2,878	0,005
Sub Structural 2 (Z to Y)				
Satisfaction	0,330		4,260	0,000
Sub Structural3 (X₁ and X₂ to Y through Z)				
Job Discipline	0,535	0,177	5,594	0,000
Job Conflict	-0,166	-0,054	-2,951	0,004

Source: Processed Data by SPSS

2. Job conflict (x₂) has a negatively significant influence on work satisfaction (z), which indicates that hypothesis 2 is accepted. Therefore, the higher the level of job conflict that occurs in the tissue company, the higher the decrease in employee job satisfaction. Because job conflict causes discomfort at a job which results in a decrease in the level of dissatisfaction of an employee. The results of this study are in line with research from (Mangkunegara & Octorend, 2015) arguing that the high work conflict in the lower job environment is and this finally triggers a decrease in the level of employee dissatisfaction.

3. Employee job satisfaction (z) has a positive and significant effect on organizational commitment (y), which indicates that hypothesis 3 is accepted. Thus, the higher the level of employee satisfaction, the higher the commitment of the tissue company employees to provide the best quality jobs. The results of this study are in line with the results of research by (Inegbedion et al., 2020; Rachman et al., 2021). which state that the higher level of work satisfaction, the higher the loyalty is.

4. Job discipline (x₁) has a positive influence toward the employees' commitment toward their company (y), which indicates that the fourth hypothesis is accepted. Therefore, the higher the job discipline applied to tissue companies. Furthermore, this will increase an employee's job commitment because a high level of job discipline indicates a company has clear rules, these rules make it easier for employees to carry out each of their obligations, so that it will lead to job commitment in employees. This result is similar to that (Mangkunegara & Octorend, 2015). which state that the high level of job discipline in a company illustrates that the company is organized and this can increase employee job commitment.

5. Job conflict (x₂) has a negatively significant influence on the employees' commitment toward the company (y), which indicates that the fifth hypothesis is accepted. Therefore, the higher the level of job conflict that occurs in the tissue company, the lower the level of commitment. Conflict in a company's environment creates an atmosphere of insecurity which can eventually trigger discomfort for an employee in carrying out their obligations. Conditions like this can reduce the level of employee job commitment. This result is similar to that by (Amin, 2021; Kurniawan et al., 2018). which states that high job conflict triggers an unfavorable environment, which will reduce an employee's job commitment.

Conclusion

In general, the researcher provides some conclusions as the following.

1. Work discipline has a positive significant influence on the employees being satisfied with their job. It indicates that the higher the employees' discipline in working, the more they are satisfied

with their job. The regulations applied by a good company can make it easier for employees to job well. In addition, the company must be more organized and structured in accordance with standard operating procedures at the company which will lead to satisfaction in an employee

2. Job conflict has a negative and significant effect on employee job satisfaction. Thus, if the level of job conflict is high, then working conditions can create an uncomfortable atmosphere for employees to job and can reduce the level of employee job satisfaction.

3 Job satisfaction has a positive significant influence on the employees' commitment. Thus, higher job satisfaction can further increase their job commitment. Employees who are satisfied with everything that the company provides will also provide the best performance for the company such as providing employee job commitments.

4. Job discipline has a positively significant influence toward organizational commitment. It describes that higher the job discipline the higher the employees' commitment. Where the high job discipline in the company will provide a sense of security and comfort so that it will increase the job commitment of an employee.

5. Job conflict affects organizational commitment positively and significantly. Therefore, when there is a high work conflict, employees will feel uncomfortable at job so that it can also cause feelings of insecurity and comfort at job. In the end, this condition will trigger a decrease in the level of job commitment of an employee.

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