



The Effect of Discipline, Commitment, and Organizational Climate on Employee Performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office

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Abstract. Government institutions play a crucial role in providing public services, implementing state policies, and managing public administration. Human resource management in institutions aims to enhance employee productivity to support the achievement of organizational goals. This study aims to analyze the influence of discipline, commitment, and organizational climate on employee performance at the Kesyahbandaran and Port Authority Office Class III Tanjung Wangi. The research employs a quantitative approach with a causal study design. Data were collected from 90 respondents using a sampling technique and analyzed using multiple regression analysis. The results indicate that work discipline has a significant partial effect on employee performance, where higher discipline enhances productivity. Commitment has a significant partial effect, showing that employees with high loyalty and moral responsibility tend to perform optimally. A positive organizational climate significantly increases employee performance by creating a conducive work atmosphere. Simultaneously, discipline, commitment, and organizational climate significantly influence employee performance, suggesting that these three variables complement each other in enhancing work efficiency and effectiveness. The findings are expected to serve as a reference for government institutions in formulating policies and strategies to improve employee performance through discipline management, commitment reinforcement, and the establishment of a positive organizational climate.

Keywords: Discipline, Commitment, Organizational Climate, Employee Performance.

1. INTRODUCTION

Government agencies are institutions established by the government to carry out various government functions, such as providing public services, implementing state policies, and regulating, supervising, and carrying out public administration. These agencies include ministries, agencies, offices, and bodies that have responsibilities in certain fields, with the main objectives of serving the community, maintaining order, and improving the welfare of citizens (Susanto & Anggraini, 2019; Titania, 2023).

Optimal public services require human resources (HR) that are competent, professional, and able to respond to community needs quickly and efficiently. Therefore, human resources can be managed by implementing good human resource management (HRM) which is an important foundation for improving government effectiveness, transparency and accountability. This can strengthen public trust in government services.

The Tanjung Wangi Class III Port Authority Office is one of the government agencies in public services. Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas III Tanjung Wangi

is a government agency that functions to regulate, supervise, and ensure the safety, security, and smooth operation of ports in the Banyuwangi area.

The Tanjung Wangi Class III Port Authority Office is located in a class III port, namely operating as a port with a class III classification, which generally has a moderate volume of traffic / ship visits. Compared to the main class, Class I, and class II ports, the Tanjung Wangi Class III Port Authority Office has quite good facilities, both in terms of infrastructure and services.

The phenomenon that occurs at the Tanjung Wangi Class III Harbor Authority and Port Authority Office is that employees often arrive late. Delay in coming to work is an undisciplined attitude of employees in implementing the rules. Another problem that occurred was that there had been a dispute between employees at the Tanjung Wangi Class III Harbor Authority and Port Authority Office. From that incident, the situation at the Tanjung Wangi Class III Harbor Authority and Port Authority Office made me feel a little uncomfortable.

The incident can also certainly affect the results or poor performance as well. Good performance is expected by every organization because with good performance, the goals expected by the organization can be carried out well too (Putri et al., 2020; Rantung et al., 2023; Robbins & Judge, 2017).

Work discipline is an attitude and action that reflects the seriousness and compliance of employees with the rules, procedures, and responsibilities set by the organization. Disciplined employees can show a good attitude and are certainly oriented towards their work. Employees apply the rules that have been established by the organization and tend to lead to productivity (Elviana et al., 2023; Hidayat, 2021; Luthfihani et al., 2024; M. T. Widagdo, 2019).

Commitment to work plays an important role in creating a more productive and efficient work environment. Commitment to performance refers to the extent to which employees are emotionally and professionally involved in their work. Employees try to achieve organizational goals, and make maximum contributions. Highly committed employees not only focus on completing tasks, but strive to give the best results in every aspect of the work they do. Committed employees have better performance, contribute more to the organization (Lion, 2022; Trifiyanto, 2023).

Organizational climate refers to the atmosphere or work culture formed in an organization, which is influenced by values, attitudes, policies, and interactions between individuals in it. Organizational climate reflects the atmosphere or employee perceptions of how the situation and conditions in the workplace. The environment affects behavior and

performance. A positive climate can encourage employees to work more productively, while a negative climate can reduce motivation and performance (Dhea Monica & Prabandini Mulyana, 2019; Martha Wibawa et al., 2024; Mulyana et al., 2022).

Based on the description above, there are problems at the Tanjung Wangi Class III Harbor Authority and Port Authority Office and a description of the results of previous research on discipline, commitment and organizational climate on employee performance there is a gap, so it is inconsistent. So that the authors are interested in conducting research that leads to verification, namely with the title, the effect of discipline, commitment and organizational climate on employee performance.

2. LITERATURE REVIEW

1. Work Discipline

Discipline in an organizational context refers to the attitudes and behavior of individuals who show seriousness in carrying out their duties and responsibilities in accordance with established rules and policies (Nurasia, 2022; Sake et al., 2020; Wanasaputra & Dewi, 2017). Discipline is not only a matter of compliance with regulations, but also reflects a person's level of professionalism and commitment in achieving organizational goals. As an important element in human resource management (HRM), discipline plays a role in ensuring that every member of the organization works effectively and efficiently.

Work discipline is an individual's awareness and readiness to follow all the rules that apply in the work environment and existing social norms. According to Hasibuan (2019), discipline reflects compliance with applicable company regulations, while Kristin juwita & Nanda Rizky Permatayuny (2021); Sutrisno (2016), work discipline refers to the internal strength that exists in employees to voluntarily adjust to decisions, regulations, and values applied in the organization. Therefore, good work discipline not only shows compliance with the rules, but also reflects the commitment and sense of responsibility of employees in carrying out their duties, which ultimately contributes to the achievement of organizational goals.

2. Work Commitment

Organizational commitment refers to how strongly an individual feels bound to the goals and values of the organization they work for. This concept is closely related to the reasons why someone chooses to join a group or organization. Individuals join groups or organizations because of the social urge to interact with others and to get rewards or benefits, both material in nature such as money and power, and non-material such as status or influence (Jaya, 2018).

When members feel that they are getting what is expected, commitment to the organization will grow.

Robins & Coulter (2012) suggest that organizational commitment is the extent to which an employee identifies himself with the organization and its goals, as well as the desire to remain part of the organization. This commitment includes not only physical, but also emotional, rational, and moral loyalty to the organization.

In addition, Takdir & Ali (2020) suggest that organizational commitment is influenced by leaders who are able to influence their members to achieve common goals. Effective leaders can build a sense of loyalty and responsibility in employees, which in turn will improve individual and overall organizational performance.

3. Organizational Climate

Organizational climate can be understood as the characteristics and quality of the work environment perceived by employees, which affects employee motivation, job satisfaction, and performance (Renaldi & Khaira, 2021). Some of the main elements that make up the organizational climate include leadership, communication, work culture, support, and employee engagement.

Organizational climate reflects the atmosphere or conditions of the work environment that can affect interactions between organizational members and their performance (Karivan & Silalahi, 2024; Mulyana et al., 2022). This relates to how employees understand and respond to policies, procedures, and habits that exist in the organization. A good organizational climate can encourage employees to work more productively and effectively, because they feel supported by an environment that matches the expectations and goals of the organization.

4. Performance

Employee performance refers to the results obtained from employee efforts in carrying out mandated tasks. Assessment of this performance includes several important aspects, such as how much and how well the work is produced, the ability of employees to complete tasks on time, as well as their attitudes and behavior during work. The purpose of performance appraisal is to assess the extent to which employees can meet the expectations and standards set by the organization (Fauzi & Suryani, 2023; Safnal Rasyad Kabu et al., 2020).

Employee performance has a significant impact on the achievement of organizational goals. Employees who demonstrate high performance contribute to the achievement of strategic goals, improve operational efficiency, and strengthen the organization's reputation. Conversely, low performance can impede progress, lower productivity, and affect overall

morale. Therefore, managing and improving employee performance is an important part of achieving organizational success (Amanah, 2020).

Employee performance refers to the level of individual success in completing the tasks and responsibilities given in the work environment. This reflects the results of employees' efforts and abilities in achieving the goals set by the organization (Apriliana & Nawangsari, 2021; Tristina & Widagdo, 2019).

3. METHODS

This type of research is quantitative verification is data that is numerical in nature and analyzed statistically, then aims to test or verify previously formulated hypotheses. In this study, researchers used structured methods and statistical analysis to obtain data that could be measured and calculated (Sugiyono, 2019). The sample in this study were all employees of the Tanjung Wangi Class III Harbor Authority and Port Authority Office, totaling 90 employees. Research data comes from primary data and secondary data with data collection techniques, namely observation, questionnaires, and documentation. The research variables consist of three independent variables, namely discipline, commitment, and organizational climate, while the dependent variable is employee performance. The data analysis model uses multiple linear regression using SPSS.

4. RESULTS

1. Validity Test

Table 1. Comparison of Discipline Variable Validity Test

No. Item	r count	r table	Description
X1.1	0,731	0,444	Valid
X1.2	0,774	0,444	Valid
X1.3	0,701	0,444	Valid
X1.4	0,780	0,444	Valid
X1.5	0,746	0,444	Valid

Based on table 1, the results of the product moment validity test of the discipline variable (X1) show that all statements get a value of r count greater than r table. It can be interpreted that the discipline variable (X1) has a quality instrument that meets or all statement items are valid.

Table 2. Comparison of the Validity Test of Work Commitment Variables

No. Item	r count	r table	Description
X2.1	0,774	0,444	Valid
X2.2	0,723	0,444	Valid
X2.3	0,907	0,444	Valid

Based on table 2, the results of the product moment validity test of the commitment variable (X2) show that all statements get a value of r count greater than r table. It can be interpreted that the commitment variable (X2) has the quality of the instrument that meets or all statement items are valid.

Table 3. Comparison of Organizational Climate Variable Validity Test

No. Item	r count	r table	Description
X3.1	0,552	0,444	Valid
X3.2	0,799	0,444	Valid
X3.3	0,879	0,444	Valid
X3.4	0,742	0,444	Valid
X3.5	0,880	0,444	Valid

Based on table 3, the results of the product moment validity test of the organizational climate variable (X3) show that all statements get a value of r count greater than r table. It can be interpreted that the organizational climate variable (X3) has the quality of the instrument that meets or all statement items are valid.

Table 4. Comparison of Employee Performance Variable Validity Test

No. Item	r count	r table	Description
Y.1	0,928	0,444	Valid
Y.2	0,818	0,444	Valid
Y.3	0,801	0,444	Valid
Y.4	0,896	0,444	Valid

Based on table 4, the results of the product moment validity test of the employee performance variable (Y) show that all statements get a value of r count greater than r table. It can be interpreted that the employee performance variable (Y) has the quality of an instrument that meets or all statement items are valid.

2. Reliability Test

Table 5. Comparison of Reliability Test

Variable	Cronbach Alpha	Reliability Limit	Description
X1	0,786	0,6	Reliabel
X2	0,706	0,6	Reliabel
X3	0,802	0,6	Reliabel
Y	0,882	0,6	Reliabel

Based on table 5, the Cronbach alpha reliability test results show that all statements representing the variables get a Cronbach alpha value greater than 0.6. The reliability value on the Discipline variable (X1) gets a Cronbach alpha value of 0.786, the Commitment variable (X2) gets a Cronbach alpha value of 0.706, the Organizational Climate variable (X3) gets a Cronbach alpha value of 0.802, the employee performance variable (Y) gets a Cronbach alpha value of 0.882. It can be interpreted that the instrument of each variable has a level of reliability as suggested.

3. Multiple Linear Regression Analysis

Tabel 6. Multiple Linear Regression Analysis Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,374	1,615		2,708	0,008
	X1	0,374	0,064	0,489	5,879	0,000
	X2	0,163	0,061	0,221	2,685	0,009
	X3	0,146	0,049	0,240	2,990	0,004

a. Dependent Variable: Y

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 4,374 + 0,374X1 + 0,163X2 + 0,146X3$$

The explanation of the equation is as follows:

- The constant (Y) is 4.374. This means that if all variables, namely discipline (X1), commitment (X2) and organizational climate (X3) are not run / run as usual, employee performance is positive.
- The discipline variable (X1) is 0.374. This means that every time there is an increase in work discipline, it can improve employee performance by 0.374.

- c) The commitment variable (X2) is 0.163. This means that every time there is an increase in commitment, it can improve employee performance by 0.163.
- d) The organizational climate variable (X3) is 0.146. This means that every time there is an increase in positive organizational climate, it can increase employee performance by 0.146.

4. Coefficient of Determination (R^2)

**Table 7. Results of the Coefficient of Determination
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,687 ^a	0,472	0,453	1,05340

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

R^2 shows how much the independent variable contributes or contributes to the dependent variable. This study obtained an adjusted R^2 value of 0.453 or had a contribution of 45.3%. The remaining 54.7% is influenced by other factors outside the model that are not explained by the three independent variables in this study.

5. Hypothesis Test

Table 8. Results of t test

Variabel	t-count	t-table	Sig.
X1 → Y	5,879	1.662	0,000
X2 → Y	2,685		0,009
X3 → Y	2,990		0,004

Based on the results obtained, the t value of work discipline (X1) is $5.879 > 1.662$ on performance (Y). So it can be stated that H_0 is rejected and working hypothesis one ($H_{1.1}$) is accepted, namely discipline has a partial effect on employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office.

Based on the results obtained, the t value of commitment (X2) is $2.685 > 1.662$ against performance (Y). So it can be stated that H_0 is rejected and working hypothesis two ($H_{1.2}$) is accepted, namely commitment has a partial effect on employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office.

Based on the results obtained, the t value of work discipline (X3) is $2.990 > 1.662$ on performance (Y). So it can be stated that H_0 is rejected and working hypothesis three ($H_{1.3}$) is

accepted, namely that the organizational climate has a partial effect on employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office.

Table 9. F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85,193	3	28,398	25,592	0,000 ^b
	Residual	95,429	86	1,110		
	Total	180,622	89			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Based on the results obtained, the calculated F value simultaneously disciplinary work culture, commitment and organizational climate is $25.592 > 2.47$ on performance. So it can be stated that H0 is rejected and working hypothesis four (H1.4) is accepted, namely discipline, commitment and organizational climate simultaneously affect employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office.

5. DISCUSSION

The Effect of Work Discipline Partially on Employee Performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office

The results of research on the effect of work discipline partially on employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office can be explained, namely H0 is rejected and working hypothesis one (H1.1) is accepted, which states that discipline partially affects employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office. Discipline is an absolute requirement in building a new habit. Discipline is one of the main functions in human resource management (S. Widagdo et al., 2020). High discipline in employees contributes directly to improving work performance. Without good discipline, the company will have difficulty achieving optimal performance. The results of this study are in line with the results of research by Hartono & Siagian (2020) that discipline can partially affect employee performance.

Partial Effect of Commitment on Employee Performance at the Tanjung Wangi Class III Port Authority and Harbor Authority Office

The results of research on the effect of commitment partially on employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office can be explained, namely H0 is rejected and working hypothesis one (H1.2) is accepted, which states that commitment has a partial effect on employee performance at the Tanjung Wangi Class III

Harbor Authority and Port Authority Office. Robins & Coulter (2012) suggest that organizational commitment is the extent to which an employee identifies himself with the organization and its goals, as well as the desire to remain part of the organization. This commitment includes not only physical loyalty, but also emotional, rational, and moral loyalty to the organization. Employees with high commitment will work optimally, try to meet organizational goals, and feel responsible for achieving them. The results of this study are in line with the results of research by Takdir & Ali (2020); Singa (2022) that commitment can partially affect employee performance.

The Effect of Organizational Climate Partially on Employee Performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office

The results of research on the effect of organizational climate partially on employee performance at the Tanjung Wangi Class III Port Authority and Port Authority Office can be explained, namely H0 is rejected and working hypothesis one (H1.3) is accepted, which states that organizational climate partially affects employee performance at the Tanjung Wangi Class III Port Authority and Port Authority Office. A positive organizational climate can affect employee psychological well-being, by reducing stress levels, increasing job satisfaction, and strengthening a sense of belonging to the organization (Indrawati, 2017; Ismuniar & Ardiwinata, 2021; Juwita & Kustanti, 2020; Martha Wibawa et al., 2024). Employees who feel valued and supported tend to have higher levels of motivation and are eager to work, leading to increased productivity and overall performance. Conversely, a poor organizational climate can lead to dissatisfaction, stress, and even burnout, which in turn can damage employees' mental health and lower performance. The results of this study are in line with the results of research by Afiah et al. (2019) that organizational climate can partially affect employee performance.

Simultaneous Effect of Discipline, Commitment and Organizational Climate on Employee Performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office

The results of research on the effect of discipline, commitment and organizational climate simultaneously on employee performance at the Tanjung Wangi Class III Port Authority and Port Authority Office can be explained, namely H0 is rejected and working hypothesis one (H1.4) is accepted which states that discipline, commitment and organizational climate simultaneously affect employee performance at the Tanjung Wangi Class III Port Authority and Port Authority Office. The results of this study are in line with the results of research by

Afiah et al. (2019); Hartono & Siagian (2020); Singa (2022) provides a statement that discipline, commitment, and organizational climate affect employee performance.

A combination of strong discipline, high commitment, and a conducive organizational climate creates a positive synergy in the organization. This can be seen from the results of research that shows a simultaneous effect on employee performance. Employees with high discipline will more easily adjust to work rules; employees who have high commitment will work with dedication; and a good organizational climate will provide psychological and emotional support, so that overall employee productivity increases. The combination of these three variables makes the organization more efficient.

6. CONCLUSION

Based on the results and discussion related to the influence of discipline, commitment, and organizational climate on the performance of employees of the Tanjung Wangi Class III Port Authority Office, it can be concluded that each construct hypothesis is as follows:

1. Discipline partially affects employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office. The higher the level of work discipline with indicators of attendance, work procedures, obedience to superiors, work awareness, and responsibility, the better employee performance.
2. Commitment partially affects employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office. High commitment with indicators of affective commitment, continuance commitment, and normative commitment can improve employee performance.
3. Organizational climate partially affects employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office. A positive organizational climate with indicators of responsibility, identity, warmth, support, and conflict can improve employee performance.
4. Discipline, commitment and organizational climate simultaneously affect employee performance at the Tanjung Wangi Class III Harbor Authority and Port Authority Office. Discipline, commitment and organizational climate simultaneously with positive values can affect employee performance.

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