

Study of Work Motivation, Work Discipline, and Communication on Employee Organizational Commitment

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Abstract. *This research aims to determine the influence of Work Motivation, Work Discipline, and Communication on Employee Organizational Commitment. This type of research is a descriptive qualitative study using a literature review method based on previous research journals. The results of this study explain that there is a relationship between work motivation, work discipline, and work communication in enhancing organizational commitment. To determine an employee's organizational commitment, one must consider their motivation to work, discipline in adhering to existing regulations, and ability to communicate well to take necessary actions in achieving the company's vision and mission. In this regard, it is necessary to instill a sense of responsibility in all employees, making them aware of their significant role within the organization, involving employees in every activity aimed at achieving organizational goals, and fostering a sense of belonging to the organization. This is intended to cultivate a strong emotional bond between employees and the organization, making it easier to achieve organizational goals if every employee has a strong commitment to the organization.*

Keywords: *Communication, Organizational Commitment, Work Motivation, Work Discipline.*

INTRODUCTION

The era of globalization impacts all aspects and brings various paradigm shifts and business competition, especially with the implementation of the ASEAN Economic Community (AEC). With the increasing number of competitors and the high level of competition in all aspects, human resources (HR) within an organization are required to possess high knowledge, abilities, motivation, and competence, even necessitating specialization improvements. An individual's work motivation becomes a frame of reference in realizing behavior directed towards personal goals. This must be supported by good work discipline and commitment to all existing regulations, as well as adherence to organizational policies and leadership, so that each employee can actively contribute to achieving the organization's vision and mission (Manurung & Riani, 2017).

Employees are a highly valuable asset within an institution or agency. They play a key role in determining the progress or regression of an institution. With skilled and highly motivated workers, the institution has a very valuable asset. This is because humans are fundamentally the main subject and object in development, especially in improving the quality of human resources, which is the main priority. Currently, various challenges require campuses and companies to jointly seek quick, precise, and accurate solutions, especially regarding

company human resources. It cannot be ignored that the workforce is the most crucial element needed by companies. The most significant threat to economic stability is the unpreparedness of the workforce in facing changes and challenges around them (Rialmi & Morsen, 2020).

Implementing government-planned work programs certainly requires employees who work diligently and focus according to the regulations set by the government. Each implementation of a work program must be carried out within a set timeframe and produce optimal results. Therefore, the government has attitudes and commitments that must be followed and implemented by all employees working under its auspices. The work unit formed within the government system certainly requires commitment from the government itself, as well as personal commitment from employees in performing their duties. All of this aims to serve the needs of the community well (Amalia, 2017).

Motivation, work discipline, and communication are crucial elements in assessing employee performance. Motivation is a process that can make someone more enthusiastic about working to achieve their goals. Motivation can also be described as direction, intensity, and continuous effort to reach the targets they want to achieve. Motivation is a psychological process to create actions and transform them into goals. Managers need to understand this psychological process if they wish to successfully guide their employees to achieve organizational goals (Permana & Rachmawati, 2022).

Work discipline is an individual's behavior in performing their job within an organization. This discipline can include obeying, respecting, and honoring the rules established in the organization, and with this discipline, organizational goals can be achieved. This concept indicates that discipline is mandatory for employees within an organization, and with these rules, the organization's goals can be easily achieved (Andriani et al., 2022). Work discipline is a function of human resource management that is related and crucial to achieving goals. Without discipline, achieving goals is challenging (Mahmud, 2019).

Based on the discussion of the aforementioned issues, the researcher is motivated to conduct a study titled "The Influence of Work Motivation, Work Discipline, and Communication on Employee Organizational Commitment."

RESEARCH METHOD(S)

This type of research is a descriptive qualitative study using a literature review method based on previous research journals (Kurniawan, 2014) related to the title, as well as data accessed from websites as sources of published information. Descriptive qualitative research means that the researcher acts as the key instrument, with data collection techniques involving the combination and inductive analysis of data (Sugiyono, 2012). This approach results in and processes descriptive data, such as narrating the results of interviews and/or observations.

FINDINGS AND DUSCUSSION

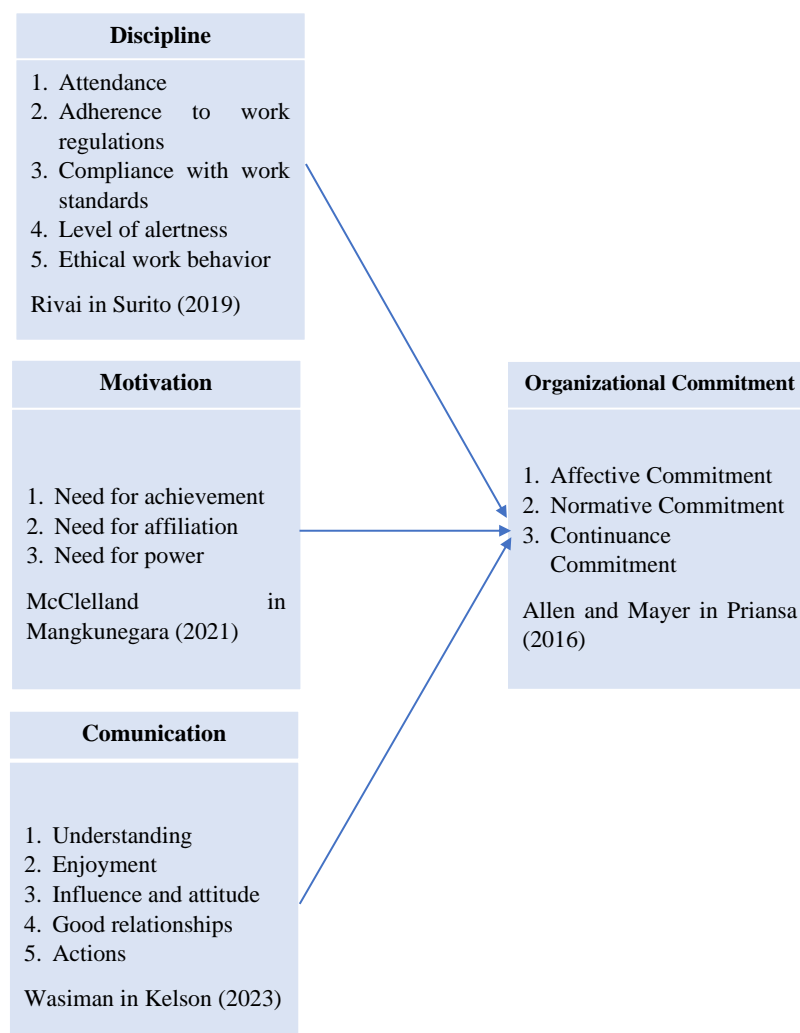


Figure 1. Paradigm in Research

Organizational commitment is the condition of employees' commitment to assisting in achieving the organization's goals, involving levels of identification, involvement, and loyalty (Caught et al., 2000). It is an emotional response that can be measured through behavior, beliefs, and attitudes and can range from very low to very high. John Meyer and Nancy (Meyer

& Allen, 1997) have identified three types of organizational commitment: affective, continuance, and normative. Firstly, Affective commitment or moral commitment occurs when individuals fully embrace the organization's goals and values. They become emotionally involved with the organization and feel personally responsible for the organization's success. These individuals typically demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization. Secondly, Continuance or calculative commitment occurs when individuals base their relationship with the organization on what they receive as rewards for their efforts and what they would lose if they were to leave (e.g., salary, benefits, association). These individuals put forth their best efforts only when the rewards meet their expectations. Thirdly, normative commitment occurs when individuals stay with the organization based on the expected standards of behavior or social norms. These individuals value compliance, vigilance, and formality. Research suggests that they tend to display attitudes and behaviors similar to those with affective commitment.

Good commitment shown by employees is related to the achievements of the company they work for. With improved performance, employees can play their roles as development subjects in the company well, where these goals are implied in the vision and mission.

The information in Figure 1 shows the relationship between discipline, motivation, and communication on organizational commitment. According to Rivai in Surito (2019), the discipline dimension supports commitment within the organization as follows:

a. Attendance

Attendance serves as a fundamental indicator for measuring discipline, and employees with low work discipline tend to be accustomed to arriving late for work.

b. Adherence to work regulations

Employees who adhere to work regulations will not neglect work procedures and will always follow the work guidelines set by the company.

c. Compliance with work standards

Employees who adhere to work standards can be seen through their level of responsibility for the tasks entrusted to them.

d. High level of vigilance

Employees who have a high level of vigilance will always be cautious, careful, and meticulous in their work, and will always use something effectively and efficiently.

e. Ethical work behavior

Some employees may engage in rude behavior towards customers or be involved in inappropriate actions. This is a form of undisciplined behavior, so working ethically is one manifestation of employees' work discipline.

David McClelland, as cited in (Mangkunegara, 2021), grouped three human needs that can motivate work enthusiasm:

- a. Need for Achievement, which is the need for accomplishment reflecting the drive for responsibility in problem-solving.
- b. Need for Affiliation, which is the need for affiliation reflecting the drive to interact with others, be with others, and not to do anything that might harm others.
- c. Need for Power, which is the need for power reflecting the drive to achieve authority, to have influence over others.

Some indicators in communication explained by (Samosir & Wasiman, 2021) include:

1. Understanding, which is the ability to comprehend the message conveyed by the communicator. The goal of this communication is mutual understanding and to achieve the intended goals, both the communicator and the communicatee must understand their respective functions.
2. Enjoyment, if the communication process successfully delivers information, then communication can be conducted in a comfortable atmosphere for both parties.
3. Influence on attitude, effective communication occurs when there is a change in behavior through communication with others, and communication is not effective if the person's attitude does not change.
4. Improved relationship, in effective communication processes, the level of interpersonal interaction inadvertently increases.
5. Action, effective communication occurs when both parties take action after the communication.

CONCLUSION AND RECOMMENDATION

Organizational commitment is the condition wherein employees are committed to assisting in achieving the organization's goals. Therefore, to identify an employee's organizational commitment, one must consider their motivation to work, discipline in adhering

to existing regulations, and ability to communicate effectively to take necessary actions in achieving the company's vision and mission.

In this regard, it's essential to instill a sense of responsibility in all employees, emphasizing their significant role within the organization. Involving employees in every activity aimed at achieving organizational goals and fostering a sense of ownership towards the organization are crucial. These actions are aimed at cultivating a strong emotional bond between employees and the organization, thereby making it easier to achieve organizational goals when every employee has a strong commitment to the organization.

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