

## The Influence of Discipline, Work Ethic, and Organizational Climate on Employee Performance at PT. Telkom Property Manado Branch

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**Abstract.** This study aims to determine the effect of discipline, work ethics, and organizational climate on employee performance. The sample in this study were employees at PT. Telkom Property Branch Manado. The variables in this study consist of: Discipline symbolized by (X1), Work Ethic symbolized by (X2), Organizational Climate symbolized by (X3) and Employee Performance symbolized by (Y). The method used in this study is a descriptive quantitative research method. This study uses data collection techniques through questionnaires, observations and interviews. The type of sampling used is random sampling (simple random sampling). The sample used was 60 respondents taken from employees of PT. Telkom Property Branch Manado. The results of the research and hypothesis testing show that: (1) Discipline has a positive effect on employee performance. The higher the employee discipline, the higher the employee performance. (2) Work ethics has a positive effect on employee performance. The higher the employee work ethic, the higher the employee performance. (3) Organizational climate has a positive effect on employee performance. The better the organizational climate, the higher the employee performance. The results of this study indicate that discipline, work ethics and organizational climate are important factors in improving performance. Therefore, companies need to pay attention to and improve discipline, work ethics and organizational climate to improve employee performance.

**Keywords:** Discipline; Employee; Organizational; Performance.

### 1. Introduction

As time goes by, every company is required to improve the quality of its human resources to compete and meet the increasing demands of consumers and customers. Companies must be able to compete by continuously improving productivity, efficiency, and performance, in order to become the best and most prominent company in the eyes of consumers and customers. To achieve this goal, every company certainly uses various methods. One such method is improving the performance of its Human Resources (HR).

Human resources in a company are an inseparable entity. Regular and systematic human resource development will produce competent and competitive human resources (Laksono, Bayu, 2018). According to Hamali (2016:2), human resources are a strategic approach to skills, motivation, development, and management of resource organization.

A company or organization with skilled human resources will be able to improve employee performance and ultimately impact company performance. Factors that can influence employee performance include ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016: 189-193).

Commitment is one of the factors that influence performance (work ethic). According to Newstorm (in Wibowo, 2017), commitment is the level of involvement of workers (employees) in identifying with an organization or company and actively participating in it. Commitment is closely related to their emotional connection to the organization. Employees who are highly committed to a company can be seen from their strong belief in and acceptance of the company's goals and values, as well as a strong desire to remain a good employee at the company.

Furthermore, according to Kaswan (2012:8), employee performance influences how much they contribute to the company. Therefore, to achieve good employee performance, a company must provide the facilities and infrastructure to support work completion. According to Kasmir (2016), employee performance is the work results achieved by employees in completing their tasks and responsibilities. One factor that significantly influences human resources is discipline. According to Hasibuan (2019:193), discipline is the most important operative function of Human Resource Management (HRM), because the better employee discipline, the higher their work performance.

Discipline is obedience or compliance with regulations within an organization or company to achieve controllable behavior. Singodimedjo (in Sutrisno, 2019) stated that Discipline is a person's willingness and readiness to comply with and obey the norms that apply around them, and employee discipline greatly influences the goals of the agency. In addition, Veithzal Rivai Zainal et al (2015) explained that work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable norms.

The above factors also influence PT Graha Sarana Duta (Telkom Property) Manado Branch, which provides office buildings and provides maintenance and upkeep services. PT Telkom Property Manado Branch implements time discipline as one of its primary goals. This employee discipline is demonstrated, among other things, by having employees arrive at work from 8:00 AM to 5:00 PM.

Although every employee knows and understands the rules and work standards, some employees still commit violations. Therefore, PT. Telkom Property Manado Branch implements corrective disciplinary action to prevent future violations. To achieve this goal, PT Telkom Property Manado Branch implements sanctions.

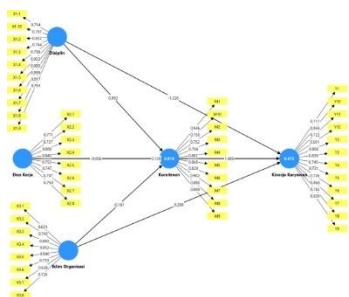
## 2. Research Methods

This research uses a descriptive quantitative research method. Sugiyono (2016: 7) explains that quantitative research methods are methods based on the philosophy of positivism, used in researching samples and research populations. Quantitative research is research that presents data in the form of numbers as the results of its research. Descriptive research methods are a method in researching the status of a group of people, an object, a condition, a thought, or a current event. Descriptive methods are used to create a systematic, factual, and accurate picture or description of existing phenomena. Quantitative descriptive research is research that describes variables as they are supported by data in the form of numbers generated from actual conditions.

## 3. Results and Discussion

This study used the Partial Least Squares (PLS) method with SmartPLS 4.0 software for data analysis. PLS is a component-based multivariate analysis method used to examine relationships between latent variables. This technique is suitable for research with complex models and relatively small sample sizes. The data analysis process using PLS involves two main stages: evaluation of the measurement model (outer model) and the structural model (inner model).

The first stage is instrument testing, which includes testing the validity and reliability of the questionnaire as a data collection tool. After that, a reflexive measurement model evaluation is conducted, including convergent validity, discriminant validity, and composite reliability. Values such as loading factors, AVE, and Cronbach's alpha are the main parameters in assessing the instrument's feasibility. Next, the structural model is evaluated by examining the  $R^2$ ,  $f^2$ , and path coefficient values to measure the strength of the relationships between latent variables. Model prediction evaluation is conducted using the  $Q^2$  value to assess the predictive relevance of the developed model.



Hypothesis Result Image Source: SmartPLS Inner Model Test Results

Outer model analysis aims to measure the validity and reliability of the indicators used in the study. In the outer model, there are two main aspects to consider: convergent validity and discriminant validity. Convergent validity evaluates the extent to which indicators within a construct reflect the latent variable being measured, typically by examining the loading factor and average variance extracted (AVE) values, which must be above a certain minimum threshold (e.g., loading factor  $> 0.5$  and AVE  $> 0.5$ ). Meanwhile, discriminant validity ensures that each construct can be distinguished from other constructs, typically using the Fornell-Larcker criteria and cross-loading. Furthermore, outer model analysis also involves reliability testing using composite reliability and Cronbach's alpha, which should be above 0.7 to indicate adequate internal consistency.

### 1) Descriptive Analysis Results

The results of descriptive analysis aim to provide an overview or summary of the data collected, so that the general characteristics of the variables studied can be identified.

Descriptive Analysis Results Table

	Average	Median	Min observed	Observed max.	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises statistical test	Cramér-von Mises p-value
Discipline	0,000	-0.152	-3,237	1,115	1,000	2,629	-1,263	100,000	0.927	0,000
Work ethic	0,000	-0.341	-3,935	1,339	1,000	0.682	-0.096	100,000	1,179	0,000
Organizational Climate	0,000	-0.362	-2,193	1,294	1,000	-1,512	0.246	100,000	1,098	0,000
Employee performance	0,000	-0.477	-1,375	1,748	1,000	-0.845	0.842	100,000	1,240	0,000
Commitment	0,000	0.057	-3,666	1,259	1,000	4,511	-1,683	100,000	1,067	0,000

Based on the table, it can be explained that all variables have an average value (mean) of 0.000 and a standard deviation of 1.000. This indicates that the data has undergone a standardization or z-score scaling process, which is commonly done in multivariate statistical data processing, such as PLS-SEM.

#### a. Discipline Variable

The skewness value of -1.263 and kurtosis of 2.629 indicate that the distribution of discipline data tends to be left-skewed, meaning that most respondents gave high answers to the discipline indicator. The kurtosis value is close to normal (around 3), indicating a fairly moderate data distribution. The Cramér-von Mises normality test produces a statistical value of 0.927 with a p-value of 0.000, which means statistically, the data is not normally distributed, but can still be used in the PLS model.

## 2) Work Ethic Variable

A skewness of -0.096 indicates a nearly symmetrical data distribution, while a kurtosis of 0.682 indicates a relatively flat (platykurtic) distribution, indicating a fairly even distribution. This reflects that employee perceptions of work ethic vary considerably, but there is no dominance of extreme values.

## 3) Organizational Climate Variables

With a skewness value of 0.246, the data distribution is slightly right-skewed, while a kurtosis of -1.512 indicates very flat data. This means that respondents' responses to organizational climate are widely distributed and not concentrated on a specific value.

## 4) Employee Performance Variables

With a skewness value of 0.842 and a kurtosis of -0.845, the data distribution is skewed to the right with a relatively even distribution. This indicates that most employees have moderate to high performance.

## 5) Commitment Variable

The skewness of this variable is -1.683, meaning it is highly skewed to the left, and the kurtosis is 4.511, indicating that the data is leptokurtic, or centered around a certain value. In other words, most employees have a high and uniform level of commitment to the organization.

Overall, the descriptive analysis shows that respondents have a high level of discipline and commitment, quite diverse perceptions of organizational climate and work ethic, and a good level of performance. Although the data are not statistically normally distributed, this does not hinder the use of the Partial Least Squares (PLS) method, which does not require a normal distribution.

Inner model or structural model testing is conducted to assess the relationships between latent variables in a study and to evaluate the model's predictive power. This process includes testing the path coefficient, which indicates the strength and direction of the relationship between latent variables, as well as testing the t-statistic and p-value to test the significance of the relationship.

According to Tiguiri and Letwin (in Wirawan, 2007: 121) organizational climate is the quality of the internal environment of the organization that is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or traits of the organization. According to Syaiful Sagala (2008: 98) organizational climate is "a series of characteristics of the work environment, which are assessed directly or indirectly by employees who are considered to be the main force in influencing employee behavior."

According to Timpe (1993:4), organizational climate is a series of work environments measured based on the collective of various people who carry out work within the organizational environment and at the same time there is mutual influence between one another with a certain goal. Meanwhile, Made Pidarta (2004:125) states that climate includes practices, traditions, and work habits within the organization. Furthermore, Made Pidarta (2004:125) states that organizational climate is a characteristic of a particular organization that distinguishes it from other organizations that can influence the behavior of its members.

Hoy and Miskel (2001: 198) define organizational climate as follows:

*"Organizational climate is a relatively enduring quality of the school environment that is experienced by teachers, effects their behavior, and is based on their collective perceptions of behavior in schools. A climate emerges through the interaction of members and exchange of sentiments among them. The climate of a school is "personality". Three different conceptualizations of climate were and analyzed.* (Organizational climate is the quality of the school environment that is directly experienced by teachers. The influence of attitudes is based on mutual understanding of "attitudes" in schools. The problem of organizational climate is related to teachers in carrying out the tasks and responsibilities that have been assigned to the conditions of the organizational environment in which they carry out their duties. Schools as formal organizations are a place for working as a means of carrying out work related to educational activities).

Based on the opinion above, organizational climate is the environmental atmosphere created by interpersonal relationships, both relationships between superiors and subordinates and relationships between employees and the atmosphere that occurs as a result of the influence of the systems and physical environment that exist in that environment.

According to Handoko (2008), employee commitment is the degree to which an employee identifies with an organization and its goals and desires to maintain their participation in the organization. Employee commitment is encouraged by providing a fair work environment, and increased employee rewards will also increase employee commitment to the organization.

According to Robbins (in Budiarto, 2004), organizational commitment is the degree to which an employee identifies with a particular organization and its goals, and intends to maintain membership in that organization. Meanwhile, according to Newstrom and Davis (in Budiarto, 2004), employee commitment is the employee's desire to remain employed by the organization into the future. This reflects the employee's belief in the organization's mission and goals, their desire to excel, and their continued employment with the organization.

Staw (in Roslina, 2010) argues that organizational commitment is a specific understanding of an individual as a psychological bond to the organization, including a sense of involvement with work, commitment, and belief in organizational values. Furthermore, according to Steers

(in Kuntjoro, 2002), employee commitment is a sense of identification, involvement, and loyalty expressed by an employee towards their organization.

Based on the opinions of the experts above, it can be concluded that employee commitment is a work behavior that is oriented towards the employee's emotions towards the organization in the form of a willingness and belief that is obtained to strengthen the vision and values to realize the organization's needs.

Based on research by Aulia and Suwarsi (2022) at PT. X, in a study entitled "The Influence of Work Discipline and Job Satisfaction on Employee Commitment in the Twisting and Inspecting Division at PT. X," it shows that work discipline has a positive and significant influence on employee commitment by 27.8%. Furthermore, job satisfaction also has a positive influence of 19.2%. Simultaneously, these two variables influence employee commitment by 33.1%.

Adelheit Wonga's (2018) study at Surakarta Mental Hospital found that work discipline significantly influences organizational commitment. This study highlights the importance of discipline indicators in increasing employee commitment in the hospital environment.

Overall, the above studies indicate that work discipline plays a significant role in increasing employee commitment. However, its impact can vary depending on the organizational context and other factors such as job satisfaction and motivation. This also suggests that work discipline has a positive effect on employee commitment at PT Telkom Property Manado Branch.

## Discussion

### 1) The Influence of Discipline on Employee Commitment

The results of the study indicate that discipline has a positive and significant influence on employee commitment, with a coefficient of 0.992 and a p-value of 0.000. This means that the higher the level of discipline implemented and carried out by employees, the higher their commitment to the organization. This finding is in line with the theory of discipline in human resource management (HRM) according to Dessler (2015), which states that work discipline helps create order, responsibility, and compliance with organizational values, which ultimately increases employees' sense of belonging and loyalty to the company. Discipline creates a positive work culture and provides behavioral direction, thereby strengthening employees' affective and normative commitment.

This research is also supported by the findings of Aulia and Suwarsi (2022) at PT. X, which showed that work discipline had a positive and significant effect on employee commitment by 27.8%. In this study, work discipline, together with job satisfaction, simultaneously explained employee commitment by 33.1%. Furthermore, Adelheit Wonga's (2018) study at Surakarta Mental Hospital also proved that work discipline significantly influences organizational commitment, with an emphasis on the importance of discipline indicators in the hospital work environment. Based on these results and literature support, it can be

concluded that work discipline is an important factor that contributes to shaping the level of employee commitment at PT Telkom Property Manado Branch, although the magnitude of the influence can vary depending on the context and other contributing variables such as job satisfaction and motivation.

## 2) The Influence of Work Ethic on Employee Commitment

Based on the analysis, work ethic does not significantly influence employee commitment, with a coefficient value of -0.006 and a p-value of 0.955. This indicates that high work enthusiasm or personal motivation does not necessarily have a direct impact on employee loyalty and engagement with the company. Theoretically, this differs from Robbins and Judge's (2017) view in work motivation theory, which states that a strong work ethic should encourage emotional attachment to the organization. However, in the context of this study, it is possible that work motivation is more individual and is not supported by a supportive work system or environment, thus not being able to strengthen overall commitment.

These results align with research conducted by Suryani and Riani (2020) in their study of manufacturing companies, which found that work ethic had no significant effect on organizational commitment. They explained that while a strong work ethic can motivate employees to work hard, it is not strong enough to increase commitment if it is not balanced with organizational factors such as managerial support or job satisfaction. Similarly, research by Kurniawan (2019) found that work ethic did not show a direct effect on employee commitment in government agencies, as employees prioritized job stability and social relationships within the work environment. Therefore, it can be concluded that work ethic is not the sole determinant in forming commitment, and its influence can be insignificant depending on the organizational situation.

## 3) The Influence of Organizational Climate on Employee Commitment

The results of the study indicate that organizational climate has a negative but significant influence on employee commitment, with a coefficient value of -0.181 and a p-value of 0.027. This means that negative perceptions of the work environment or organizational policies can reduce employee commitment. This finding is supported by the organizational climate theory in HR according to Luthans (2011), which states that employee perceptions of the work environment—including organizational structure, reward systems, and interpersonal relationships—significantly influence their motivation and loyalty to the organization. If the organizational climate is not supportive, then even if other factors are good, employee commitment can remain low due to the non-conducive work environment.

This finding aligns with research conducted by Etty Susanty (2012), which found that organizational climate significantly influences employee commitment at Universitas Terbuka, although it does not influence job satisfaction. Similarly, research by Mulyana and Ida Bagus Surya (2024) shows that organizational climate has a positive and significant influence on organizational commitment, both directly and through the mediation of job satisfaction. In

general, both studies confirm that a positive work atmosphere and culture will increase employees' emotional bonds and responsibilities towards their organization. Therefore, it can be concluded that in the context of PT Telkom Property Manado Branch, organizational climate still plays an important role in shaping commitment, although the direction of its influence can vary depending on employee perceptions and experiences in the field.

#### 4) The Influence of Employee Commitment on Employee Performance

Employee commitment has been shown to have a positive and significant effect on performance, with a coefficient of 1.485 and a p-value of 0.000. This means that the higher an employee's commitment to the company, the higher their performance. These results align with the organizational commitment theory developed by Meyer and Allen (1997), which states that employees who have affective commitment (because they feel comfortable), normative (because they feel obligated), or continuance (because they consider the cost of leaving) will be more motivated to perform well and achieve work targets. Commitment creates an internal drive to make the best contribution to the organization, which directly impacts increased productivity.

This research is supported by the results of a study by Rizal, Alam, and Asi (2022) at the Gorontalo City Education Office, which showed that organizational commitment has a positive and significant effect on employee performance, both directly and indirectly through job satisfaction as a mediating variable. Furthermore, research by Fajri Zuhri and Edja (2017) at PT. Mulia Raya Prima, Bandung, also found that all three dimensions of commitment (affective, normative, and continuance) along with job satisfaction significantly influence employee performance, both simultaneously and partially. Overall, these findings reinforce the research findings that employee commitment is a crucial factor in driving performance improvement, including within PT Telkom Property Manado Branch.

Wiwin Mardianti's (2019) study, "The Influence of Work Ethic on Organizational Commitment of Civil Servants at the Social Service of West Kalimantan Province," showed that work ethic has a positive influence on organizational commitment. A correlation coefficient of 0.514 indicates a fairly strong relationship, with work ethic contributing 26.4% to the variation in organizational commitment.

Research by Abdul Ghani, Dewi Susita, and Suherman (2022) conducted at PT. A. Sortation Division, showed that work ethic and organizational climate jointly had a positive and significant effect on employee organizational commitment in the Sortation Division of PT. A. Regression analysis showed that both variables had a significant contribution to increasing organizational commitment.

Overall, these studies indicate that work ethic has a positive influence on employee commitment. However, the degree of influence can vary depending on the organizational context and other factors such as compensation, work morale, and organizational climate.

The results indicate a positive influence of work ethic on employee commitment at PT Telkom Properti Manado Branch.

Research by Etty Susanty (2012), entitled "The Influence of Organizational Climate on Job Satisfaction and Employee Commitment at the Open University," shows that organizational climate significantly influences employee commitment. However, organizational climate does not significantly influence job satisfaction. The analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS.

Meanwhile, research entitled "The Influence of Organizational Climate on Organizational Commitment and Job Satisfaction" by Mulyana and Ida Bagus Surya (2024) shows that organizational climate has a positive and significant effect on organizational commitment. Job satisfaction partially mediates the effect of organizational climate on organizational commitment.

Overall, the above studies indicate that organizational climate influences employee commitment, both directly and through mediating variables such as job satisfaction. However, this influence can vary depending on the organizational context and other factors. It can be concluded that organizational climate has a positive influence on employee commitment at PT Telkom Property Manado Branch.

#### 4. Conclusion

The conclusion of this study is: Work discipline has been shown to have a positive and significant effect on employee commitment at PT Telkom Property Manado Branch. The higher the discipline demonstrated by employees, the higher their level of commitment to the company. Work ethic does not have a significant effect on employee commitment. Although a strong work ethic can theoretically boost productivity, this study did not find a significant direct relationship with commitment to the organization. Organizational climate has a negative but significant effect on employee commitment. This indicates that negative perceptions of the work environment can reduce commitment, although the effect remains statistically significant. Employee commitment has a positive and significant effect on performance. Employees with high commitment tend to show better performance, are loyal, and responsible in carrying out their duties. Company management needs to strengthen work discipline through consistent enforcement of rules, disciplinary development, and awards for employees who demonstrate high discipline. In addition, evaluation and improvement of the organizational climate are necessary to make the work atmosphere more supportive, open, and collaborative. Although work ethic does not have a significant effect on commitment, the company still needs to maintain employee morale through motivation, training, and self-development.

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