

THE INFLUENCE OF WORK DISCIPLINE, ORGANIZATIONAL COMMITMENT AND INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE IN PUBLIC COMPANIES IN THE KUPANG CITY MARKET AREA

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ABSTRACT

This study aims to analyze and describe the influence of work discipline (X1), organizational commitment (X2), and individual characteristics (X3) on employee performance (Y) at the Kupang City Public Market Company, both partially and simultaneously. The research method used is quantitative with a descriptive approach. The population in this study consisted of 52 employees, and sampling was conducted using the Slovin formula, resulting in 34 respondents. The data analysis technique applied was multiple linear regression analysis using SPSS V 27. Hypothesis testing was conducted using the T-test and F-test, and prior to this testing, classical assumption testing was first conducted. The results of the partial test (T-test) indicate that the work discipline variable (X1) has a positive and significant influence on the employee performance variable (Y) at the Kupang City Market Regional Public Company. The organizational commitment variable (X2) shows a positive and significant influence on the employee performance variable (Y) at the Kupang City Market Regional Public Company. The individual characteristics variable (X3) shows a positive and significant effect on the employee performance variable (Y) at the Kupang City Market Regional Public Company. The results of the simultaneous test (F-test) indicate that the work discipline variable (X1), the organizational commitment variable (X2), and the individual characteristics variable (X3) simultaneously have a positive and significant effect on the employee performance variable (Y) at the Kupang City Public Market Company.

Keywords: Work Discipline, Organizational Commitment, Individual Characteristics, Employee Performance

INTRODUCTION

The success of an organization or business depends largely on the quality of its human resources and their ability to work together. Humans are the main key in running an organization, because they are the ones who drive all activities, from thinking to real action. All this is done with the aim that the organization can continue to survive and develop. In this modern era, the world is experiencing rapid change. This condition has become the belief of almost all public officials, academics, business people and activists of community social institutions. In an era of globalization characterized by rapid change and increasingly fierce competition, organizations and businesses are required to continuously improve their quality and competitiveness. One of the key factors to achieve this is optimal employee performance.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Mangkunegara, 2000) performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. To achieve effective employee performance, some of the key factors that need to be considered are work discipline, organizational commitment, and individual characteristics of employees.

Discipline is basically a person's ability to control oneself, motivate oneself to always obey the rules and work that is charged, refrain from actions that are contrary to applicable rules or regulations such as coming and going home on time, doing things that support and are in line with existing rules or regulations. Work discipline according to (Mangkunegara, 2000) is a person's awareness and willingness to obey all company regulations and applicable social norms.

Organizational commitment is an exchange relationship between individuals and work organizations. Individuals bind themselves to the organization where they work in return for the salary and other rewards they receive from the organization concerned. The form of commitment orientation towards the organization can be in the form of the ability to identify with organizational conditions, willingness to be actively involved, having a sense of loyalty and ownership of the organization (Kast, 1996). Organizational commitment plays a crucial role in improving employee performance.

The success of achieving optimal performance is highly dependent on strong organizational commitment from all levels of the organization, from top management to front-line employees. Without firm organizational commitment, performance improvement efforts are difficult to implement consistently.

Individual characteristics refer to the unique traits that distinguish one person from another. Panggabean in (Prasetyo, 2008) defines individual characteristics as the character of an individual who has a distinctive nature in accordance with a certain characterization, including aspects such as motivation, initiative, the ability to remain resilient to the task, and the ability to adapt to change. In an organizational context, understanding the individual characteristics of employees can help management manage human resources more effectively, improve performance, and create a positive work environment.

Regional-Owned Enterprises, which are then abbreviated as BUMDs, are business entities whose capital is wholly or mostly owned by the Region. BUMD is established with the aim of providing benefits for the development of the regional economy which generally organizes public benefits in the form of providing quality goods and/or services for the fulfillment of people's lives according to the conditions, characteristics and potential of the region concerned based on good corporate governance.

Perusahaan Umum Daerah Pasar Kota Kupang, which is the focus of this research, is one of the forms of Regional-Owned Enterprises owned by the Kupang City Government which is engaged in services. In the organizational structure and work procedures of the company, the Kupang Regional Public Market Company is led by the President Director and assisted by the Finance Director and Marketing Director who carry out the duties and functions of each division and there are 52 employees working at the Kupang Regional Public Market Company and spread across 10 office units in the Kupang City area. The business activities of the Regional Public Market Company of Kupang City are engaged in services related to the provision of supporting infrastructure for economic activities in 10 market units in Kupang City and various other business fields obtained according to the provisions of applicable laws and regulations.

Since its establishment in 2002 until now, the Regional Public Market Company of Kupang City has continued to experience developments, especially in the aspect of human resources as a leading in the effort to fulfill the overall quality paradigm in a company, where the paradigm of the Regional Public Market Company of Kupang City is required to run a business by maximizing organizational competitiveness. This paradigm demands a form of management practice that maximizes all the internal potential of the company, especially human resource governance to optimize the quality of company services through improved employee performance. However, like any company, human resource management is a challenge in every company, including the Regional Public Market Company of Kupang City.

The problem currently experienced by the Regional Public Market Company of Kupang City is how to achieve improved employee performance in the aspect of human resources associated with work

discipline, organizational commitment and individual characteristics. Based on the results of preliminary interviews with Alfian Y. I Supit, SH as Head of TU & Personnel Section, related to work discipline in the Kupang Regional Public Market Company where there are still employees, especially those in the market unit, who come and go home not on time, complete work not in accordance with their respective functions and authorities, do not complete the work given by the leadership and there are also still employees who are not on time in completing the tasks assigned by the leadership. Organizational commitment, where the level of enthusiasm and employee attachment to work is still not optimal, this is indicated by employee productivity to maximize the company's potential. Individual characteristics, there are still employees who work not based on initiatives from within themselves, including not being able to accept constructive suggestions and input from leaders or other employees for self-development. In addition, there are still employees who have not been able to improve individual quality through both formal and informal learning. For this reason, as every company should, the efforts made by the Kupang City Regional Market General Company to improve employee performance are to continue to encourage employees to obey and be disciplined to the rules of work that exist in the company.

THEORETICAL STUDIES

Employee Performance

Handoko (2012) defines that employee performance is the process by which an organization evaluates or assesses work performance performed by a person or group of people. (Rivai, V., & Sagala, 2015) explains that performance is the real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the company. (Hasibuan, 2017) defines performance as a result of the work that a person achieves in carrying out the tasks assigned to him.

Work Discipline

Work discipline can be defined as an attitude of respect, appreciation, obedience and obedience to the rules that apply, both written and unwritten and are able to carry it out and do not shirk to accept sanctions if he violates the duties and authority given to him (Sastrohadiwiryo, 2003). Discipline is the most important operative function of human resource management, because the better the discipline of employees in the company, the higher the work performance that can be achieved (Rivai & Sagala, 2009).

Organizational Commitment

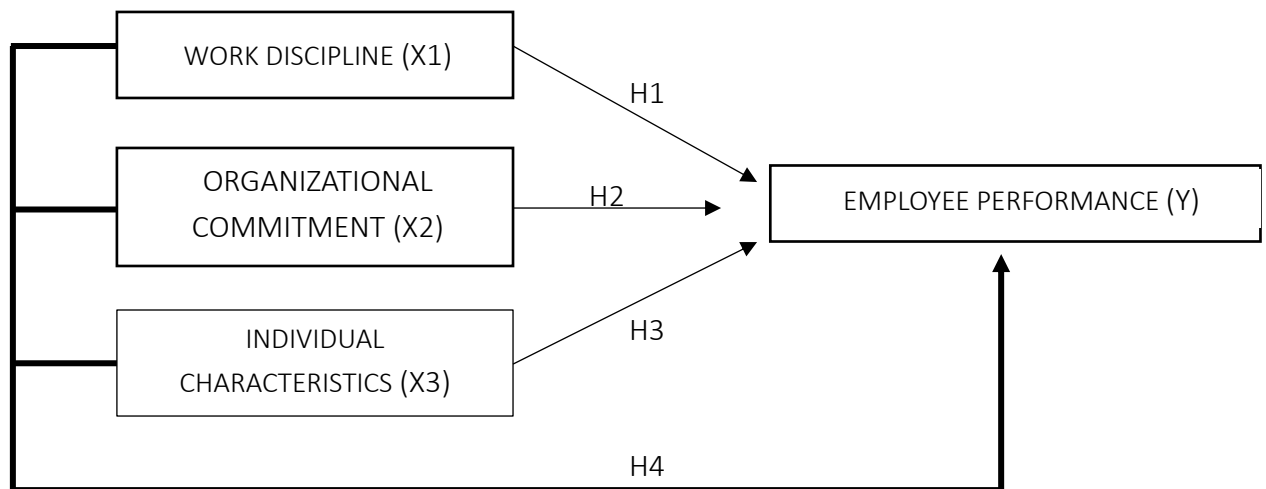
According to (Luthans et al., 2006) organizational commitment is a strong desire to remain as a member of the organization, the desire to strive according to the wishes of the organization, certain beliefs, and acceptance of organizational values and goals. According to (Robert Kreitner, 2010) organizational commitment is an agreement to do something for oneself, other individuals, groups or organizations. According to Porter in (Darmawan, 2020) states that organizational commitment is the strong recognition and involvement of a person in a particular organization. Meanwhile, according to Mathis and Jackson in (Sopiah, 2008) work organizational commitment is the degree to which employees believe and accept organizational goals and will stay or not leave the organization.

Individual Characteristics

According to Panggabean in (Prasetyo, 2008), individual characteristics are the character of an individual who has a distinctive nature in accordance with certain characterizations.

Framework of Thought

Figure 1.1 Framework



Description :

- Partially
- Simultaneous

Hypothesis

Based on the framework above, the research hypothesis can be formulated as follows:

- H1 : It is suspected that work discipline has a significant effect on the performance of employees of the Kupang City Market Regional Public Company.
- H2 : It is suspected that organizational commitment has a significant effect on employee performance of the Kupang City Market Regional Public Company.
- H3 : It is suspected that individual characteristics have a significant effect on the performance of employees of the Kupang City Regional Public Market Company.
- H4 : It is suspected that work discipline, organizational commitment and individual characteristics simultaneously have a significant effect on the performance of employees of the Kupang City Regional Public Market Company.

RESEARCH METHODS

The method used in this type of research is descriptive method with the research approach used in this research is quantitative approach. To collect data using questionnaires, documentation, observation, and interviews. The scale used to measure respondents' answers is an ordinal scale.

RESULTS AND DISCUSSION

Validity Test

Tabel 1.2 Validity Test Results

Variables	Question Item Number	r _{count}	r _{tabel}	Description
Work Discipline (X1)	1	0,566	≥0,329	Valid
	2	0,435	≥0,329	Valid
	3	0,623	≥0,329	Valid
	4	0,623	≥0,329	Valid
	5	0,757	≥0,329	Valid
	6	0,757	≥0,329	Valid
	7	0,491	≥0,329	Valid
	8	0,663	≥0,329	Valid
Organizational Commitment (X2)	1	0,839	≥0,329	Valid
	2	0,678	≥0,329	Valid
	3	0,716	≥0,329	Valid
	4	0,702	≥0,329	Valid
	5	0,649	≥0,329	Valid
	6	0,731	≥0,329	Valid
	7	0,575	≥0,329	Valid
Individual Characteristics (X3)	1	0,718	≥0,329	Valid
	2	0,719	≥0,329	Valid
	3	0,605	≥0,329	Valid
	4	0,731	≥0,329	Valid
	5	0,514	≥0,329	Valid
	6	0,690	≥0,329	Valid
Employee Performance (Y)	1	0,911	≥0,329	Valid
	2	0,368	≥0,329	Valid
	3	0,532	≥0,329	Valid
	4	0,493	≥0,329	Valid
	5	0,596	≥0,329	Valid
	6	0,895	≥0,329	Valid
	7	0,438	≥0,329	Valid

From the table above, it can be seen that the calculation results of each variable have a correlation coefficient greater than 0.329 so that it can be said that the measuring instrument used in this study is valid.

Discussion

Based on the results of descriptive analysis, the work discipline variable in the Kupang City Market Regional Public Company has an achievement value in the high category. (Sastrohadiwiryono, 2003) defines that work discipline can be defined as an attitude of respect, appreciation, obedience and obedience to the rules that apply, both written and unwritten and are able to carry it out and do not shirk to accept sanctions if he violates the duties and authority given to him. This shows that the

employees of the Kupang City Public Market Company have a high level of discipline at work.

Based on the results of descriptive analysis, the organizational commitment variable at the Kupang City Market Regional Public Company has an achievement value in the high category. According to (R. Kreitner, 2010) organizational commitment is an agreement to do something for oneself, other individuals, groups or organizations. This shows that employees generally have loyalty, responsibility, and strong emotional attachment to the organization. High commitment reflects a positive work environment and encourages employees to continue to contribute, thus becoming an important factor in the company.

Based on the results of descriptive analysis, the individual characteristics variable at the Kupang City Market Regional Public Company has an achievement value in the high category. (Iskandar, 2019) defines individual characteristics as characteristics that show a person's differences regarding initiative, the ability to remain persistent in facing tasks to completion or solving problems or how to adjust to changes that are closely related to the environment that affect individual performance. This reflects that employees of the Kupang City Public Market Company have good personal qualities, such as responsibility, ability, and positive work attitudes that support the achievement of organizational goals.

Based on the results of descriptive analysis, the employee performance variable at the Kupang City Market Regional General Company has an achievement value in the high category. (Hasibuan, 2017) defines performance as a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time. This illustrates that the performance of employees of the Kupang City Regional Market General Company is well managed so that it can produce good quality and quantity of work and other things related to employee performance.

Conclusion

Based on the results of the research that has been conducted, it can be concluded that in general the level of work discipline, organizational commitment, and individual characteristics of employees at the Regional Public Market Company of Kupang City is at a good level. This illustrates that employees have an orderly work attitude, are loyal to the company, and have personalities and abilities that support the implementation of their duties. In addition, this study also shows that the three aspects studied, namely work discipline, organizational commitment, and individual characteristics, have a real influence on improving employee performance. This means that the better employee discipline, the stronger the commitment to the organization, and the more positive individual characteristics, the higher the quality of work shown by employees. All three support each other in creating a productive and professional work environment. Therefore, maintaining and improving these three factors is very important to encourage the success and development of the Kupang City Public Market Company.

Advice

1. For the Company

Perusahaan Umum Daerah Pasar Kota Kupang needs to continue to strengthen overall work discipline in order to create an attitude of responsibility and consistency in carrying out tasks. Increasing organizational commitment based on moral and rational values is also an important aspect in shaping employees' loyalty and emotional and professional attachment to the company. In addition, optimizing individual characteristics through targeted training and development programs can improve mental readiness, skills, and personal potential of employees. This effort is important so that each employee has responsibility, loyalty, and adequate mental readiness and skills in carrying out their duties. In addition, management also needs to create a supportive and balanced work environment so that employee performance is more optimal and able to encourage the achievement of organizational goals in a sustainable manner.

2. For Future Researchers

Adding other variables that can affect employee performance such as motivation, job satisfaction, working conditions, and compensation systems, as well as adding other factors that theoretically affect employee performance such as mental attitude, education, skills, income level, organizational support and management support.

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