

ORGANIZATIONAL COMMITMENT, WORK ENGAGEMENT, AND DISCIPLINE AFFECT EMPLOYEE PERFORMANCE AT JP SILVER

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ABSTRACT

This study examines the effects of organizational commitment, work engagement, and work discipline on employee performance at JP Silver, Gianyar, Bali. A quantitative explanatory design was applied to all 42 employees using saturated sampling. Data were collected through observation, interviews, documentation, and questionnaires, and were analyzed using multiple linear regression. The results show that organizational commitment ($b = 0.244$; $p = 0.036$), work engagement ($b = 0.724$; $p < 0.001$), and work discipline ($b = 0.265$; $p = 0.001$) each have a positive and significant effect on employee performance. The model is significant simultaneously ($F = 58.368$; $p < 0.001$), with a multiple correlation coefficient of 0.906 and an adjusted coefficient of determination of 0.808. Work engagement has the strongest relative contribution based on its standardized coefficient. These findings indicate that JP Silver should strengthen employees' sense of belonging, expand meaningful participation and feedback, and apply clear and consistent work standards. The study is limited to one company and a relatively small census sample, so broader cross-organizational research is required.

Keywords: employee performance, organizational commitment, work discipline, work engagement

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1. INTRODUCTION

Human resources are central to organizational effectiveness because employees translate strategies, resources, and operating systems into actual organizational outcomes (Lilyana et al., 2021). They are not merely supporting resources; they perform the core activities required to achieve organizational vision, mission, and objectives (Susbiyantoro et al., 2022). Consequently, the quality of human resource management is reflected in employees' ability to maintain and improve performance amid changing business demands (Pratama et al., 2023).

Employee performance represents the quality and quantity of work achieved in fulfilling assigned duties and responsibilities (Basuki et al., 2024). Consistently high performance supports productivity, operational efficiency, product quality, customer satisfaction, and organizational competitiveness. It also enables employees to develop the competence needed for more complex responsibilities (Milisani et al., 2024). Identifying the organizational and behavioral factors associated with performance is therefore a substantive managerial concern.

JP Silver, located in Batubulan, Sukawati, Gianyar, produces and markets silver jewelry such as rings, necklaces, bracelets, and earrings. Product quality depends heavily on employees' craftsmanship, accuracy, creativity, and consistency in production and sales. Employee performance is therefore directly relevant to maintaining quality, meeting delivery and sales expectations, and sustaining the company's revenue.

Preliminary observations and interviews indicated that employee performance had not been consistently maintained. In 2024, JP Silver set a monthly revenue target of IDR 1 billion, while actual monthly revenue ranged from IDR 690 million to IDR 910 million. Average target achievement was 76%; the highest

achievement occurred in February (91%) and the lowest in May (69%). Although revenue is influenced by multiple market and operational factors, the persistent shortfall provides an internal performance signal because production accuracy, work completion, service, and sales execution depend substantially on employee contribution.

The revenue pattern suggests that performance management requires clearer targets, timely feedback, and stronger alignment between individual responsibilities and company objectives. This study does not treat revenue as a direct measure of individual performance; rather, it is used as contextual evidence of an operational gap that warrants closer examination of employee-level determinants.

Organizational commitment is one factor associated with employee performance (Syaifuddin & Yusuf, 2023). It reflects employees' emotional attachment to the organization, acceptance of organizational values and objectives, and willingness to remain members of the organization (Hidayati et al., 2024). Strong commitment generally encourages loyalty, responsibility, and discretionary contribution, whereas weak commitment may increase withdrawal behavior and intention to leave.

JP Silver also faces employee turnover, which may indicate insufficient organizational commitment. Turnover can remove experienced personnel and require additional recruitment, training, and adjustment time. Empirically, Syaifuddin and Yusuf (2023), Muslim and Indrawan (2024), Amri et al. (2021), and Permadi et al. (2025) reported a positive and significant relationship between organizational commitment and employee performance, whereas Rahman (2022) reported a negative relationship. This inconsistency justifies testing the relationship in the specific context of JP Silver.

Work engagement is another potential determinant of employee performance (Ismawati et al., 2022). It describes a positive psychological state involving emotional and cognitive investment in work, teams, and the organization (Koroh et al., 2025). Engaged employees tend to display energy, enthusiasm, concentration, persistence, and a willingness to contribute beyond minimum job requirements.

Preliminary observations suggested that some employees were reluctant to accept additional assignments and occasionally left unfinished responsibilities to coworkers. Such behavior may lower productivity, create unequal workloads, and weaken coordination. Ismawati et al. (2022), Dini et al. (2024), Imawan et al. (2024), and Jufrizen and Erika (2021) found that work engagement positively and significantly affects employee performance, while Ropa et al. (2020) found no significant effect. These differing results provide a further empirical gap.

Work discipline also has an important role in employee performance (Simarmata et al., 2022). It reflects employees' awareness and willingness to comply with schedules, procedures, legitimate instructions, and organizational standards (Saswita, 2025). Consistent discipline can reduce delays and errors, stabilize coordination, and support operational efficiency.

Previous studies have demonstrated inconsistent findings regarding the relationship between organizational commitment, work engagement, work discipline, and employee performance. These differences may arise from variations in organizational characteristics, employee roles, and operational environments. Therefore, examining these relationships within a craft-based enterprise provides additional insight into how employee-related factors influence performance in organizations where individual skills and behavioral consistency directly affect product quality.

At JP Silver, disciplinary concerns were visible in employee tardiness. Repeated late arrivals can disrupt production and service schedules, delay handovers, and transfer workload to employees who arrive on time. Monthly tardiness data for 2024 are summarized in Table 1.

Table 1. Employee Tardiness at JP Silver in 2024

Month	Employees	Late Employees	Late-Arrival Rate
January	42	9	21%
February	42	15	35%
March	42	11	26%
April	42	7	16%
May	42	9	21%
June	42	3	7%
July	42	4	9%
August	42	0	0%
September	42	9	21%
October	42	8	19%
November	42	3	7%
December	42	0	0%
Average			15%

Source: JP Silver, Gianyar, Bali (2024)

As shown in Table 1, the average tardiness rate was 15%. The highest rate occurred in February (35%), while no late arrivals were recorded in August and December. The variation indicates that punctuality can improve, but it has not yet been consistently maintained across the year.

Simarmata et al. (2022), Susbiyantoro et al. (2022), Yamelda and Almasdi (2024), and Permadi et al. (2025) found that work discipline positively and significantly affects employee performance. In contrast, Sanjaya and Prijati (2020) reported a negative and insignificant effect. The contradictory findings indicate that the relationship remains context-dependent and merits further examination.

The practical problems at JP Silver—revenue underachievement, turnover, limited willingness to assume additional responsibilities, and tardiness—converge with the empirical inconsistencies in prior research. Organizational commitment may sustain loyalty and responsibility; work engagement may mobilize energy, initiative, and concentration; and work discipline may ensure punctual and standardized task execution. Examining the three factors in one model offers an integrated explanation of employee performance in a craft-based small-company setting.

Accordingly, this study aims to analyze the partial and simultaneous effects of organizational commitment, work engagement, and work discipline on employee performance at JP Silver, Gianyar, Bali. The study contributes contextual evidence to human resource management research and provides a basis for prioritizing managerial interventions according to the relative strength of each predictor.

2. LITERATURE AND HYPOTHESIS

Organizational Commitment

Organizational commitment reflects an employee's psychological attachment to an organization, expressed through loyalty and willingness to support its vision, mission, and objectives (Abni & Hamdani, 2023). It develops through acceptance of organizational values, emotional attachment, moral responsibility, and continued willingness to contribute (Delawati et al., 2024). Employees with stronger commitment are more likely to maintain membership, perform responsibilities consistently, and place organizational interests within their work decisions. Sari et al. (2023) conceptualize organizational commitment through affective, continuance, and normative commitment.

Work Engagement

Work engagement refers to the extent to which employees are psychologically connected to their work and regard work achievement as meaningful to their self-evaluation (Ropa et al., 2020). It is visible in energetic, focused, proactive, creative, and productive behavior (Arviansyah & Saraswati, 2025). Rais

(2021) identifies three dimensions: vigor, which represents energy and persistence; dedication, which reflects enthusiasm and significance; and absorption, which reflects deep concentration in work.

Work Discipline

Work discipline is an attitude and pattern of behavior characterized by compliance, orderliness, and loyalty to organizational regulations and applicable social norms (Yunus & Rocdianingrum, 2023). Discipline ensures that duties are performed according to established schedules, procedures, and standards; therefore, disciplined employees tend to achieve more consistent performance (Rihayana et al., 2023). Agustini (2019, p. 104) measures work discipline through attendance, work procedures, obedience to supervisors, work awareness, and responsibility.

Employee Performance

Employee performance indicates the extent to which employees complete assigned work according to organizational standards and expectations. It supports productivity, innovation, and customer satisfaction (Rahayu et al., 2024). Performance results provide a basis for recognition, development, corrective action, and other managerial decisions (Widjaja, 2021). Ganyang (2018) assesses employee performance through quantity, quality, creativity, and loyalty.

Hypotheses

The Effect of Organizational Commitment on Employee Performance

Organizational commitment reflects employees' belief in and acceptance of organizational goals and their willingness to remain within the organization (Haikal & Pamungkas, 2024). Affective attachment, perceived continuity, and a sense of obligation can strengthen loyalty, persistence, and responsibility. These behaviors align individual effort with organizational priorities and should improve the quality and consistency of work outcomes.

Syaifuddin and Yusuf (2023), Muslim and Indrawan (2024), Amri et al. (2021), and Permadi et al. (2025) found a positive and significant effect of organizational commitment on employee performance. The evidence suggests that employees who are emotionally attached, willing to remain, and committed to organizational obligations are more likely to perform effectively. Therefore, the following hypothesis is proposed:

H1: Organizational commitment has a positive effect on employee performance.

The Effect of Work Engagement on Employee Performance

Work engagement is a positive work-related condition in which employees identify with their roles and perceive their contribution as meaningful to themselves and the organization (Hadi & Hanif, 2022). Vigor supplies sustained energy, dedication strengthens enthusiasm and purpose, and absorption supports concentration. Together, these qualities should encourage initiative and consistent effort beyond minimum role requirements.

Prior studies by Ismawati et al. (2022), Dini et al. (2024), Imawan et al. (2024), and Jufrizen and Erika (2021) demonstrated a positive and significant effect of work engagement on employee performance. Employees who invest greater physical, cognitive, and emotional energy in their work are more likely to produce timely and high-quality results. Accordingly, the following hypothesis is formulated:

H2: Work engagement has a positive effect on employee performance.

The Effect of Work Discipline on Employee Performance

Work discipline represents employees' compliance with organizational rules, procedures, schedules, and norms, thereby aligning individual behavior with organizational objectives (Tasya et al., 2024). Punctuality, responsibility, adherence to procedures, and consistency reduce operational delays and errors and improve the efficient completion of work.

Simarmata et al. (2022), Susbiyanto et al. (2022), Yamelda and Almasdi (2024), and Permadi et al. (2025) found that work discipline positively and significantly affects employee performance. Employees who comply with schedules, procedures, and responsibilities are more likely to achieve stable productivity and quality. Therefore, the following hypothesis is proposed:

H3: Work discipline has a positive effect on employee performance.

3. RESEARCH METHODS

This study used a quantitative explanatory design and was conducted at JP Silver, Jalan Batu Intan No. 72, Batubulan, Sukawati, Gianyar, Bali. The population comprised all 42 employees, and the same number was included as respondents through saturated sampling. Primary and supporting data were collected through questionnaires, observation, interviews, and documentation.

The questionnaire contained 15 statement items: three items for organizational commitment based on the dimensions described by Sari et al. (2023), three items for work engagement based on Rais (2021), five items for work discipline based on Agustini (2019), and four items for employee performance based on Ganyang (2018). Data analysis comprised instrument validity and reliability tests, classical assumption tests, multiple linear regression, multiple correlation, the F-test, the t-test, and the adjusted coefficient of determination. Hypotheses were evaluated at a 5% significance level.

4. RESULTS AND DISCUSSION

Instrument Validation

Table 2. Instrument Validation Results

Variable	Item	Pearson Correlation	Validity	Cronbach's Alpha	Reliability
Employee Performance (Y)	Y1.1	0.804	Valid	0.963	Reliable
	Y1.2	0.844	Valid		
	Y1.3	0.763	Valid		
	Y1.4	0.762	Valid		
Organizational Commitment (X ₁)	X1.1	0.849	Valid	0.791	Reliable
	X1.2	0.872	Valid		
	X1.3	0.822	Valid		
Work Engagement (X ₂)	X2.1	0.909	Valid	0.798	Reliable
	X2.2	0.856	Valid		
	X2.3	0.880	Valid		
Work Discipline (X ₃)	X3.1	0.928	Valid	0.856	Reliable
	X3.2	0.948	Valid		
	X3.3	0.938	Valid		
	X3.4	0.950	Valid		
	X3.5	0.925	Valid		

Source: Processed data, 2025

Table 2 shows that all item–total Pearson correlation coefficients range from 0.762 to 0.950, exceeding the minimum criterion of 0.30 (Ghozali, 2021). Cronbach's alpha values range from 0.791 to 0.963 and exceed the 0.60 criterion (Ghozali, 2023). Therefore, all questionnaire items are valid, and each research variable is measured reliably.

Classical Assumption Test

Table 3. Classical Assumption Test Results

Test	Variable/Indicator	Statistical Result	Decision Criterion	Conclusion
Normality	Unstandardized residual (N = 42)	Asymp. Sig. (2-tailed) = 0.200	$p > 0.05$	Normally distributed

Multicollinearity	Organizational Commitment	Tolerance = 0.511; VIF = 1.958	Tolerance > 0.10; VIF < 10	No multicollinearity
Multicollinearity	Work Engagement	Tolerance = 0.520; VIF = 1.923	Tolerance > 0.10; VIF < 10	No multicollinearity
Multicollinearity	Work Discipline	Tolerance = 0.522; VIF = 1.917	Tolerance > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity	Organizational Commitment	Sig. = 0.070	p > 0.05	No heteroscedasticity
Heteroscedasticity	Work Engagement	Sig. = 0.602	p > 0.05	No heteroscedasticity
Heteroscedasticity	Work Discipline	Sig. = 0.630	p > 0.05	No heteroscedasticity

Source: Processed data, 2025

As presented in Table 3, the normality significance value of 0.200 exceeds 0.05. The predictors have tolerance values of 0.511–0.522 and VIF values of 1.917–1.958, while the heteroscedasticity significance values range from 0.070 to 0.630. These results confirm that the residuals are normally distributed and that the regression model is free from multicollinearity and heteroscedasticity.

Data Analysis Results

The results of the multiple linear regression analysis, multiple correlation analysis, F-test, t-test, and coefficient of determination are summarized in Table 4.

Table 4. Summary of Regression and Model Test Results

Variables	Unstandardized B	Standardized β	t	p
Constant	-0.826		-0.586	0.561
Organizational Commitment	0.244	0.208	2.175	0.036
Work Engagement	0.724	0.486	5.119	<0.001
Work Discipline	0.265	0.343	3.613	0.001
R				0.906
R-Square				0.822
Adjusted R-Square				0.808
F				58.368
Sig. F				<0.001

Source: Processed data, 2025

Results of Multiple Linear Regression Analysis

Based on Table 4, the estimated multiple linear regression equation is $Y = -0.826 + 0.244X_1 + 0.724X_2 + 0.265X_3 + e$. The positive coefficient of organizational commitment (0.244) indicates that a one-unit increase in organizational commitment increases employee performance by 0.244 units. Similarly, a one-unit increase in work engagement and work discipline increases employee performance by 0.724 and 0.265 units, respectively, assuming the other variables remain constant. These results indicate that organizational commitment, work engagement, and work discipline positively contribute to employee performance at JP Silver, Gianyar, Bali.

Multiple Correlation Analysis

The multiple correlation coefficient (R) is 0.906. This value indicates a very strong collective relationship between organizational commitment, work engagement, work discipline, and employee performance.

F-Test

The F-value is 58.368, exceeding the critical value of 2.85174, with $p < 0.001$. Therefore, the regression model is statistically significant, and the three predictors jointly explain employee performance.

t-Test

Organizational commitment has $t = 2.175$ and $p = 0.036$; work engagement has $t = 5.119$ and $p < 0.001$; and work discipline has $t = 3.613$ and $p = 0.001$. Each t-value exceeds the critical value of 2.02439 and each probability is below 0.05. Accordingly, H1, H2, and H3 are accepted. Based on the standardized coefficients, work engagement has the strongest relative effect ($\beta = 0.486$), followed by work discipline ($\beta = 0.343$) and organizational commitment ($\beta = 0.208$).

Coefficient of Determination

The R-square value is 0.822 and the adjusted R-square is 0.808. After accounting for the number of predictors and sample size, organizational commitment, work engagement, and work discipline explain 80.8% of the variation in employee performance. The remaining 19.2% is associated with factors outside the model.

Discussion

The Effect of Organizational Commitment on Employee Performance

Organizational commitment has a positive and significant effect on employee performance at JP Silver. This finding supports the view that loyalty, acceptance of organizational goals, and willingness to remain encourage employees to perform responsibilities more consistently (Abni & Hamdani, 2023; Haikal & Pamungkas, 2024). Commitment provides a psychological basis for persistence and responsible behavior, particularly when employees must maintain accuracy and quality in jewelry production.

The result is consistent with Syaifuddin and Yusuf (2023), Muslim and Indrawan (2024), Amri et al. (2021), and Permadi et al. (2025), but differs from Rahman (2022). In managerial terms, JP Silver should reinforce commitment through clear communication of goals, fair recognition, role clarity, and opportunities for employees to contribute to work improvement. These practices can strengthen attachment without relying solely on formal retention measures.

The Effect of Work Engagement on Employee Performance

Work engagement has a positive and significant effect on employee performance and is the strongest predictor in the model ($\beta = 0.486$). Employees who experience vigor, dedication, and absorption invest more physical, cognitive, and emotional energy in their work, which supports concentration, initiative, creativity, and timely task completion (Ropa et al., 2020). This mechanism is especially relevant to JP Silver because detailed craftsmanship requires sustained attention and active involvement.

The finding agrees with Ismawati et al. (2022), Dini et al. (2024), Imawan et al. (2024), and Jufrizen and Erika (2021), while differing from Ropa et al. (2020), who found no significant effect. Management should prioritize regular feedback, meaningful task allocation, employee participation in problem solving, and recognition of initiative. These interventions are more directly connected to the dimensions of engagement than general motivational appeals.

The Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance. Punctuality, compliance with procedures, work awareness, and accountability reduce delays and coordination failures and help employees complete work according to required standards (Yunus & Rocdianingrum, 2023). At JP Silver, the result confirms that the observed tardiness issue is not merely administrative; it can influence workflow continuity and the distribution of responsibilities.

The result is consistent with Simarmata et al. (2022), Susbiyantoro et al. (2022), Yamelda and Almasdi (2024), and Permadi et al. (2025), but differs from Sanjaya and Prijati (2020). JP Silver should apply attendance standards consistently, communicate consequences transparently, and combine corrective action with coaching. Discipline is most effective when rules are clear, supervision is fair, and employees understand the operational consequences of noncompliance (Yuliawati & Oktavianti, 2024).

5. CONCLUSIONS

Organizational commitment, work engagement, and work discipline have positive and significant effects on employee performance at JP Silver, both individually and simultaneously. The model explains 80.8% of the variance in employee performance, with work engagement identified as the strongest predictor. These findings indicate that improving performance requires a strategic focus on strengthening employee involvement, providing continuous feedback, fostering organizational attachment, and maintaining consistent work discipline.

This study is limited by its small sample size of 42 employees from a single company and its cross-sectional design, which restricts broader generalization. JP Silver should implement regular monitoring of engagement levels, organizational commitment, attendance, and performance outcomes to evaluate the effectiveness of managerial initiatives.

From a managerial perspective, JP Silver should prioritize employee engagement strategies through meaningful work participation, recognition systems, and continuous communication. The company should also reinforce commitment and discipline through clear expectations, consistent policies, and supportive management practices. Future research should expand sample coverage, adopt longitudinal approaches, and examine additional factors such as leadership, organizational culture, motivation, compensation, workload, career development, and job satisfaction to provide a more comprehensive understanding of employee performance..

Declarations

Author Contributions: All authors were actively involved in conducting this research. The first author contributed to the preparation of the research concept, data collection, and manuscript drafting. The second author contributed to the development of the theoretical framework, research methodology, and evaluation of the research findings. The third author contributed to research supervision, analytical review, and final manuscript improvement. All authors participated in reviewing and approving the final manuscript.

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Conflict of Interest: The authors declare that there are no conflicts of interest related to the research process, data interpretation, authorship, or publication of this manuscript.

Data Availability: The research data were collected from employees of JP Silver, Gianyar, Bali, through questionnaires and supporting data collection methods. Due to the confidentiality of respondent information, the dataset is not publicly accessible. However, relevant data may be provided by the corresponding author upon reasonable academic request.

Generative AI Disclosure: The authors declare that generative artificial intelligence tools were not utilized for generating research findings, conducting statistical analysis, developing theoretical arguments, or replacing the authors' intellectual contributions in preparing this manuscript.

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