

The Influence Of Work Ability, Work Discipline, And Organizational Commitment To Performance Employees In PT Jne's Outbound Division Express Main Branch Medan

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Abstract

The research analysis aims to find out whether work ability, work discipline and organizational commitment to employee performance. The data analysis technique used is an associative research method with the help of the SPSS version 25 program. This study uses multiple linear regression analysis. The sample in this study is 55 respondents. Primary data collection uses questionnaires. The results of the study showed that workability had a positive and partially significant effect on the performance of employees of the Out Bound Division of PT JNE Express. Work discipline has a positive and partially significant effect on the performance of employees of PT JNE Express's Out Bound Division. Organizational commitment does not have a significant partial effect on the performance of employees of PT JNE Express's Out Bound Division. Work ability, work discipline and organizational commitment have a positive and significant effect simultaneously on the performance of employees of PT JNE Express's Out Bound Division

Keywords :

Work Ability, Work Discipline, Organizational Commitment and Employee
Performance

Introduction

Employees are assets and function as capital (non-material/non-financial) in a business organization that can be realized into real potential both physically and non-physically in realizing the existence of the organization. Therefore, employees who have good performance can be seen from the use of existing working time, will be used as well as possible to focus and concentrate on completing their tasks that have started until they are completed in order to provide optimal work results. However,



in the implementation it is often found that not all employees who work in the company have the same view to always work productively and use working time optimally in order to achieve the company's main goals.

One of the indicators that explains the ability of employees to work can be seen from employee performance. Employees who have good performance are one of the important factors in achieving the company's targets. According to (Kasmir, 2019) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period.

According to (Hasibuan, 2019) performance is the result of work achieved by a person in carrying out the tasks assigned to him which are based on skills, experience, and seriousness and time. According to (Robbins, 2018) that employee performance is a function of the interaction between abilities and motivation. In the study of worker or employee performance management, there are things that require important considerations because the individual performance of an employee in an organization is part of the performance of the organization, and can determine the performance of the organization.

According to (Kasmir, 2018) one of the factors that can affect employee performance is work ability. Employee employability contributes to the achievement of employee performance in a company. The better the employee's work ability, the higher the employee's performance, on the other hand, if the employee has low work ability, it will have an impact on low employee performance (Wakhyuni, 2021). According to Robbins (2018), the level of employee performance is highly dependent on the ability factors of the employee itself, such as the level of education, knowledge, experience, where with a higher level of ability, the higher the performance will be.

According to (Kasmir, 2019) work discipline is a factor that can determine employee performance. Sutrisno (2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

Another factor that is a factor in declining employee performance is organizational commitment (Kasmir, 2019). Employees who have a high organizational commitment can be seen from employees who need and have high expectations for the organization they work for, and are more motivated at work. The opinion of (Robbins and Judge, 2018) is that organizational commitment is the level at



which a worker identifies an organization, his goals and expectations to become a member of the organization.

This research was conducted at PT JNE Express Main Branch Medan. JNE is one of the most well-known and extensive logistics service providers in Indonesia and has many customers and is quite taken into account by its competitors who are also engaged in the same field. JNE serves deliveries in the form of packages, documents, vehicles, etc. The researcher made observations related to the performance of employees in the Out Bound Division of PT JNE Express Main Branch Medan. The following data is presented related to employee performance assessments.

Table 1 Employee Performance Assessment at PT JNE Express Main Branch Medan

It	Assessm ent Aspects	2020		2021		2022		2023	
		Val ue	Categ ory	Val ue	Categ ory	Val ue	Categ ory	Val ue	Categ ory
1	Service Orientat ion	80	Good	71	Enoug h	80	Good	75	Enoug h
2	Integrity	84	Good	83	Good	86	Good	80	Good
3	Commit ment	80	Good	74	Enoug h	78	Enoug h	72	Enoug h
4	Discipli ne	72	Enoug h	73	Enoug h	75	Enoug h	75	Enoug h
5	Coopera tion	80	Good	80	Good	81	Good	85	Good
6	Leaders hip	80	Good	80	Good	80	Good	82	Good
Average Grad		79,33	Enoug	76,83	Good	80	Good	78,16	Good

Source : PT Jne Express Main Branch Medan

Based on table 1, it can be seen that employee performance from several aspects of the assessment of Employee Performance of PT JNE Express Main Branch Medan Outbound Division in 2019-2023. The performance assessment decreased in 2023 by 78.16, smaller than the previous average value in 2022. In general, it can be seen that the decline in performance occurred in 2021 with an average score of 76.83.

The average performance assessment decreased when compared to the previous year, namely in 2020 with an average performance of 79.33. This indicates that there are still many employees who do not meet good work standards so that it can affect service to JNE consumers.



The researcher conducted a pre-survey of 30 employees to see problems related to work ability, employee work discipline level and organizational commitment. Based on the results of the pre-workability survey, it can be concluded that 58% of employees do not have good workability. The results of the pre-survey on work discipline can be concluded that 61% of employees cannot work in a disciplined manner. The results of the pre-survey on organizational commitment concluded that as many as 52% of employees do not have organizational commitment, so it can have an impact on employee work results.

Based on some of the background descriptions above, the author is interested in conducting a research entitled "**The Influence of Work Ability, Work Discipline, and Organizational Commitment on Employee Performance in the Out Bound Division of PT JNE Express Main Branch Medan**".

Employee Performance

According to (Kasmir, 2019) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Hasibuan, 2019) performance is the result of work achieved by a person in carrying out the tasks assigned to him which are based on skills, experience, and seriousness and time. According to (Robbins, 2018) that employee performance is a function of the interaction between abilities and motivation. In the study of worker or employee performance management, there are things that require important considerations because the individual performance of an employee in an organization is part of the performance of the organization, and can determine the performance of the organization.

Workability

Ability refers to an individual's capacity to perform various tasks in a job. (Robbins & Judge, 2018). According to Thoha (2018), employee ability is defined as a condition that shows an element of maturity related to knowledge and skills that can be obtained through education, training and knowledge. The ability of employees in this study is all the potential that employees have to carry out tasks based on knowledge, attitude, experience, and education. .

Work Discipline

Sutrisno (2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a



person's awareness and willingness to obey all company regulations and applicable social norms.

Rivai (2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness to comply with all company regulations. Hasibuan (2018) work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

Organizational Capabilities

Robbins and Judge (2018) argue that organizational commitment is the level at which a worker identifies an organization, his goals and expectations to become a member of the organization. Another opinion stated by Kaswan (2018) is that organizational commitment is a measure of employees' willingness to stay with a company in the future. According to Yusuf and Syarif (2018), organizational commitment in an organization is as employee loyalty or a degree where an employee identifies himself with the organization and wants to continue to actively participate in the organization.

Conceptual Framework

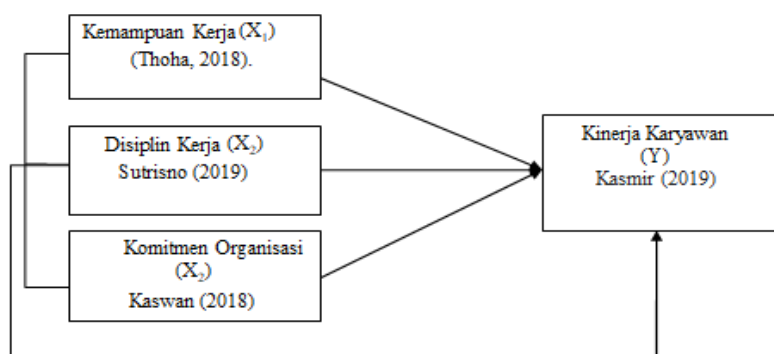
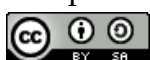


Figure 1. Conceptual Framework

Hypothesis

Based on the formulation of the problem that has been raised, the hypothesis of this study is:

1. Work ability has a positive and partially significant effect on the performance of employees of PT JNE Express's Out Bound Division.
2. Work discipline has a positive and partially significant effect on the performance of employees of PT JNE Express's Out Bound Division.
3. Organizational commitment has a positive and partially significant effect on the performance of employees of PT JNE Express's Out Bound Division.



4. Work ability, work discipline and organizational commitment have a positive and significant effect simultaneously on the performance of employees of PT JNE Express's Out Bound Division.

Research Methods

The research used in this study is a causal associative quantitative research. According to (Manullang and Pakpahan, 2018) causal research (cause-effect relationship) is "research that wants to see whether a variable that acts as an independent variable has an effect on other variables that are bound variables. This researcher conducted research at PT JNE Express Main Branch Medan which is located at Jalan Sisimangaraja Komplek Amplas Trade Center Block F21 Medan Amplas. The population in this study is 55 people. The determination of the sample uses a saturated sample because the number of the population is less than a hundred. The sample size is 55 people. Data collection technique using questionnaires.

RESEARCH RESULTS AND DISCUSSION

Validity Test

To find out the feasibility of the items in the list of questions (questionnaires), it is necessary to conduct a validity test.

Table 1. Data Validity Test

Variable	Question Item	Corrected Item Corelation	r-mean	Result
Workability (x1)	X1.1	0,371	0,3	Valid
	X1.2	0,463		Valid
	X1.3	0,854		Valid
	X1.4	0,794		Valid
	X1.5	0,854		Valid
	X1.6	0,794		Valid
Work Discipline (X2)	X1.1	0,317	0,3	Valid
	X2.2	0,509		Valid
	X2.3	0,641		Valid
	X2.4	0,578		Valid
	X2.5	0,601		Valid
	X2.6	0,674		Valid
	X2.7	0,483		Valid
	X2.8	0,590		Valid



Organizational Commitment (X3)	X3.1	0,377	0,3	Valid
	X3.2	0,433		Valid
	X3.3	0,446		Valid
	X3.4	0,466		Valid
	X3.5	0,589		Valid
	X3.6	0,406		Valid
Employee Performance (Y)	Y.1	0,470	0,3	Valid
	Y.2	0,594		Valid
	Y.. 3	0,542		Valid
	Y.4	0,455		Valid
	Y.. 5	0,493		Valid
	Y.6	0,660		Valid
	Y.7	0,491		Valid
	Y.8	0,669		Valid
	Y.9 reviews	0,497		Valid
	Y.10	0,480		Valid
	Y.11 reviews	0,543		Valid
	Y.12	0,475		Valid

Source : SPSS Output ver 25 (2025)

Based on the results of the SPSS output, it is known that the validity value is in the *Corrected Item-Total Correlation* column in the question item of each variable that is studied can be declared valid because all coefficient values are greater than 0.30.

Reliability Test

The reliability test is carried out to see if the data is reliable or reliable so that it is feasible to be carried out in the next test.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Workability	0,872	6
Work Discipline	0.827	8
Organizational Commitment	0,717	6
Employee Performance	0,856	12

Source : SPSS Output ver 25 (2025)



Based on the output results of SPSS, it is known that the value of Cronbach's Alpha in each of the variables studied > 0.6 so that the data is reliable.

Normality Test

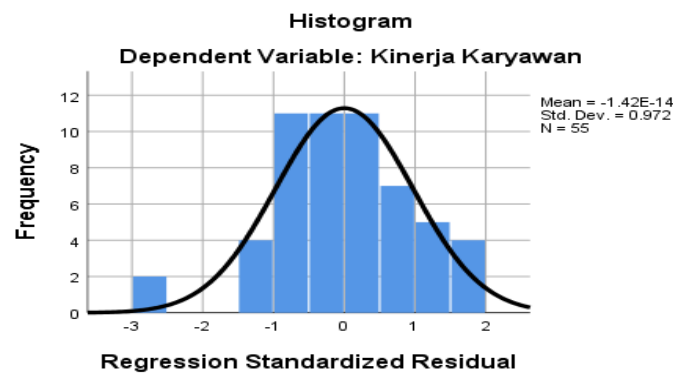


Figure 2. Histogram Test

Source : SPSS Output ver 25 (2025)

Based on the figure above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convex in the middle.

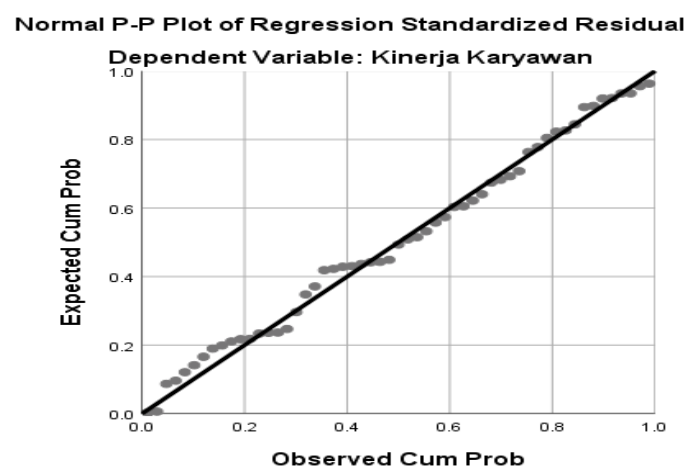


Figure 3. PP Plot Test

Source : SPSS Output ver 25 (2025)

Based on the figure above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test



		Unstandar- zed Residual
N		55
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.48989740
Most Extreme Differences	Absolute	.071
	Positive	.050
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source : SPSS Output ver 25 (2025)

Based on the *Smirnov kolmogrov* test , it can be seen that the Asymp. Sig. (2-tailed) value of 0.200 can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.200 > 0.05$). Thus, as a whole, it can be concluded that the data observation values have been distributed normally and can be continued with other classical assumption tests.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Russiadi et al, 2018). A good regression model should not have correlations between independent variables. The tolerance value is not less than 0.1 and the *Variance Inflation Factor (VIF) value* is not more than 10 so that the model can be said to be free from multicollinity. The results of the multicollinearity test of this research data can be presented in the following table.

Table 4. Multicollinearity Test Results



Type	Collinearity Statistics	
	Tolerance	VIF
Workability	.699	1.430
Work Discipline	.610	1.639
Organizational Commitment	.668	1.498

Source : SPSS Output ver 25 (2025)

Based on the data in table 4, it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all independent variables is no more than the fixed value of 10. Therefore, the data in this study said that competence, training and work experience do not experience any problems with mulch

Heteroscedasticity Test

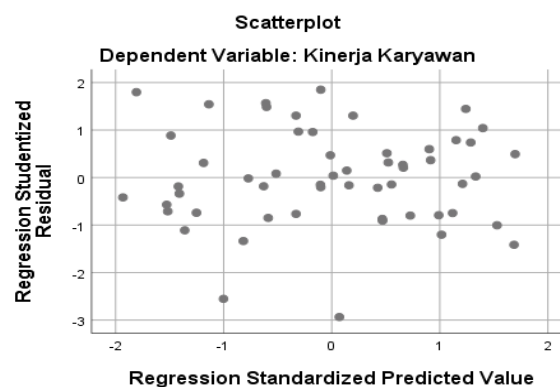


Figure 4. Heterokedesity Test

Source : SPSS Output ver 25 (2025)

Based on the scatterplot image , it shows that the resulting points are spread randomly and do not form a pattern or trend of a specific line. The image above also shows that the data spread is around the zero point. The results of this test show that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

Multiple Linear Regression

To see the correlation or relationship between independent variables and dependent variables that can have positive or negative values with multiple linear



regression analysis, it can be seen which variable among the independent variables is the most dominant influence on the dependent variable.

Table 5. Multiple Linear Regression

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0,035	0,457	
	Workability	0,598	0,018	0,357
	Work Discipline	1,024	0,016	0,759
	Organizational Commitment	0,025	0,024	0,011

a. Dependent Variable: Employee Performance

Source : SPSS Output ver 25 (2025)

Based on the table above, an equation can be formulated:

$$Y = 0.035 + 0.598 X_1 + 1.024 X_2 + 0.025 X_3$$

The above multiple linear regression equation interperformance is as follows:

1. A constant value of 0.035 indicates a positive sign which means that if the work ability, work discipline and organizational commitment then the employee's performance is 0.035 units.
2. The regression coefficient value for the workability variable shows a positive value of 0.598 which means that if the workability variable increases by one unit, then employee performance will increase by 0.598 units.
3. The regression coefficient value for the work discipline variable shows a positive value of 1.024 which means that if the work discipline variable increases by one unit, then employee performance will increase by 1.024 units.
4. The regression coefficient value for the organizational commitment variable shows a positive value of 0.025 which means that if the supervisory variable increases by one unit, then job satisfaction will increase by 0.025 units.

Partial Hypothesis Test (t-Test)

Table 6. Results of Partial Hypothesis Test

Coefficientsa



Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,035	0,457		0,077	0,939
Workability	0,598	0,018	0,357	33,149	0,000
Work Discipline	1,024	0,016	0,759	65,788	0,000
Organizational Commitment	0,025	0,024	0,011	1,038	0,304

a. Dependent Variable: Employee Performance

Source : SPSS Output ver 25

(2025)

1. The test results for the workability variable showed a calculated t-value of 33.149 > a ttable of 2.00 with a significant value of 0.000 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that workability had a positive and partially significant effect on employee performance.
2. The test results for the work discipline variable showed a calculated t-value of 65.788 > ttable of 2.00 with a significant value of 0.000 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that work discipline had a positive and partially significant effect on employee performance.
3. The test results for the organizational commitment variable showed a t-value of 1.038 < a ttable of 2.00 with a significant value of 0.304 > 0.05, then the H3 hypothesis was accepted and H0 was rejected, meaning that the organization's commitment did not have a significant partial effect on employee performance.

Test F

The following can be presented the results of simultaneous testing between independent variables and dependent variables as follows:

Table 7. Results of Simultaneous Hypothesis Tests

ANOVAa						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3115.149	3	1038.383	4086.239	.000b



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Residual	12.960	51	.254		
Total	3128.109	54			

- a. Dependent Variable: Employee Performance
 b. Predictors: (Constant) Work Discipline, Work Ability, Organizational Commitment,

Source : SPSS Output ver 25 (2025)

The simultaneous hypothesis test or F test proves that the value of F is calculated as 4086.239 which is greater than 2.79 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that work ability, work discipline and organizational commitment have a significant effect simultaneously on employee performance.

R2 Test (Determination)

The following can be presented the results of the independent variable determination test explaining the dependent variable as follows:

Table 8. Determination Coefficient Test Results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998a	.996	.996	.5041

Predictors: Dependent Variable: Employee Performance

Source : SPSS Output ver 25 (2025)

The results showed that the *adjusted R Square* value of 0.996 which can be called a determination coefficient which in this case means that 99.6% of employee performance can be obtained and explained by work ability, work discipline and organizational commitment while the remaining 3.4% is explained by other factors or variables outside the research model.

Discussion of Research Results

1. The Effect of Work Ability on the Performance of Employees of PT JNE Express's Out Bound Division

The results of the study show that workability has a positive and significant effect on employee performance, this can be seen from the hypothesis test with a tcal value of 33.149 > a ttable of 2.00 with a significant value of 0.000 < 0.05, then the H1



hypothesis is accepted and H_0 is rejected, meaning that workability has a positive and partially significant effect on employee performance.

The positive direction shows that the workability variable causes an increase in employee performance, in other words when there is an increase in employee workability with indicators of knowledge, training and experience, then employee performance will increase. The results of this study are the same as the results of the study (Rahayu and Dahlia, 2023) which states that work ability has a significant effect on employee performance. The results of this study are in accordance with the purpose of the study to find out whether work ability affects employee performance. The results of this study answer problems related to work ability in companies.

2. The Effect of Work Discipline on the Performance of Employees of PT JNE Express Out Bound Division

The results of the study show that work discipline has a positive and significant effect on employee performance, this can be seen from the hypothesis test with a t_{cal} value of 65.788 > a t_{table} of 2.00 with a significant value of $0.000 < 0.05$, then the H_2 hypothesis is accepted and H_0 is rejected, meaning that work discipline has a positive and partially significant effect on employee performance.

The positive direction shows that if work discipline causes an increase in employee performance, in other words when there is an increase in work discipline with indicators of Governance to time rules, Obedience to company regulations, Obedience to rules of conduct in work according to the position and Obedience to the norms in the company, then it has an impact on improving employee performance. The results of this study are the same as the results of the study (Waruwu and Simanullang, 2022) which states that work discipline has a significant effect on employee performance.

The results of the study are in accordance with the research objectives to find out whether work discipline affects employee performance. The results of this study answer problems related to employee work discipline. If employees have a high awareness of work discipline in their respective organizations, then work morale will increase and the company's goals can be achieved.

3. The Effect of Organizational Commitment on the Performance of Employees of PT JNE Express's Out Bound Division

The results of the study show that organizational commitment does not have a significant partial effect on employee performance, this can be seen from the hypothesis test with a t_{cal} value of $1.038 < t_{table}$ of 2.00 with a significant value of



0.304 > 0.05, then the H3 hypothesis is rejected and H0 is accepted, meaning that organizational commitment does not have a significant partial effect on employee performance.

The positive direction shows that an increase in organizational commitment can lead to an insignificant increase in employee performance, in other words when there is an increase in organizational commitment with indicators of affective commitment, continuation commitment and normative commitment, it has an impact on improving employee performance. The results of this study are the same as the results of the study (Cahyani et al, 2020) which states that organizational commitment does not have a significant effect on employee performance.

The results of the study are in accordance with the research objectives to find out whether organizational commitment affects employee performance. The results of this study answer problems related to organizational commitment.

4. The Influence of Work Ability, Work Discipline and Organizational Commitment on the Performance of Employees of PT JNE Express's Out Bound Division

The results of this study show that work ability, work discipline and organizational commitment have a positive and significant effect simultaneously on employee performance. This can be seen from the value of F calculated as 4086.239 which is greater than 2.78 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that work ability, work discipline and organizational commitment have a significant effect simultaneously on employee performance. The positive direction shows that every improvement in work ability, work discipline and organizational commitment will lead to an increase in employee performance at the same time.

The results of this study are in accordance with the purpose of the research carried out, namely to determine the influence of work ability, work discipline and organizational commitment simultaneously on employee performance. The results of this study have solved problems related to employee performance that is not optimal in the company.

Conclusion

1. Work ability has a positive and partially significant effect on the performance of employees of PT JNE Express's Out Bound Division.



2. Work discipline has a positive and partially significant effect on the performance of employees of PT JNE Express's Out Bound Division.
3. Organizational commitment does not have a significant partial effect on the performance of employees of PT JNE Express's Out Bound Division.
4. Work ability, work discipline and organizational commitment have a positive and significant effect simultaneously on the performance of employees of PT JNE Express's Out Bound Division

Suggestion

1. Companies should be able to improve the employability of employees by holding regular training to improve technical and non-technical skills, holding workshops and seminars: Facilitating employees to attend seminars or workshops related to their field.
2. Companies must be able to improve work discipline, namely by creating well-documented work rules and policies, such as working hours, attendance, and procedures. The company must ensure that all employees understand and comply with the applicable rules. Leaders must set an example in discipline and enforce rules fairly and consistently
3. Companies must be able to increase employee work commitment by implementing an effective monitoring process through the establishment of work standards as a measure of assessment by holding weekly or monthly meetings to discuss progress, challenges, and solutions.
4. Companies must be able to improve employee performance by regularly conducting performance evaluations to provide constructive feedback. Hold a private meeting to discuss progress and challenges. Prepare training programs to improve technical skills and soft skills.

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