

# **The Effect of Organizational Commitment, Work Discipline and *Locus of Control* on the Performance of Employees of the Production Department of PT. Nusantara Beta Farma Padang Pariaman**

**Yulihardi, Rina Febriani, Tiara Kurnia Sari**

Faculty of Economics and Business, Baiturrahmah University, Padang

[yulihardi@fekon.unbrah.ac.id](mailto:yulihardi@fekon.unbrah.ac.id)

**Budiyanto, Agus Tedi**

Department of Management, Indonesian College of Economics Surabaya, Indonesia

## **ABSTRACT**

*Human resources are an important factor that cannot be separated from an organization or company. Human resources are also the key to determining the development of an organization and act as drivers, thinkers and planners to achieve organizational goals, so companies must pay attention to the performance of all employees. This research aims to determine the influence of organizational commitment, work discipline and locus of control on employee performance in the production section of PT. Nusantara Beta Farma Padang Pariaman. This research uses associative research. The population and sample in this research were all employees in the production department of PT. Nusantara Beta Farma Padang Pariaman, totaling 67 employees with a sampling technique using Non-Propability Sampling, namely a saturated sampling technique. Data collection techniques use questionnaires.*

*Based on the SPSS calculation results from the t test, the Organizational Commitment variable  $t_{count} > t_{table}$  or  $2.266 > 1.669$  ( $sig = 0.027 < 0.05$ ) means that  $H_1$  is accepted and  $H_0$  is rejected. So it can be concluded that Organizational Commitment has a positive and significant effect on Employee Performance at PT. Nusantara Beta Farma Padang Pariaman. In the Work Discipline variable  $t_{count} > t_{table}$  or  $6.070 > 1.669$  ( $sig = 0.000 < 0.05$ ) meaning that  $H_2$  is accepted and  $H_0$  is rejected. So it can be concluded that the Work Discipline variable has a positive and significant effect on employee performance. In the Locus of Control, variable  $t_{count} > t_{table}$  or  $2.170 > 1.669$  ( $sig = 0.034 < 0.05$ ) meaning that  $H_3$  is accepted and  $H_0$  is rejected. So it can be concluded that the Locus of Control variable has a positive and significant effect on employee performance.*

*The results of the f test show that if  $f_{count} > f_{table}$  then  $H_4$  is accepted and  $H_0$  is rejected and vice versa if  $f_{count} < f_{table}$  then  $H_4$  is rejected and  $H_0$  is accepted. Based on table 4.15 of the f test, it is known that the  $f_{count}$  value is 25,483 and the  $f_{table}$  value is 2,751 so that  $H_4$  is accepted and  $H_0$  is rejected with a significant value of 0.000 ( $< 0.05$ ). This means that together the variables Organizational Commitment, Work Discipline and Locus of Control influence the employee performance of PT. Nusantara Beta Farma Padang Pariaman.*

*The R-square value is 0.548, meaning that the percentage influence of Organizational Commitment, Work Discipline and Locus of Control on PT. Nusantara Beta Farma Padang Pariaman Employee Performance is 54.8% while the remaining 45.2% is influenced by other variables not examined in this research. So it can be concluded that Organizational Commitment, Work Discipline and Locus of Control influence the Performance of Employees in the Production Department of PT. Nusantara Beta Farma Padang Pariaman*

**Keywords** : *Organizational Commitment, Work Discipline, Locus of Control and Employee Performance*

**Reading List** : 20 (2017-2022)

## **1. INTRODUCTION**

A company is an organization with various goals. The company's activities to achieve these goals require the management of production factors consisting of human resources, capital, raw materials, machinery and technology. Therefore, companies need to pay attention to the relationship between these factors, so they must manage as much as possible to work more effectively and efficiently, especially in the field of human resources. A company can run well if the management function is also running well.

Human resources are one of the elements that are directly related to the company's activities and this plays an important role in improving performance in a company in order to achieve the company's goals to be achieved. When a company needs potential talents, both management or leadership and employees can distribute and carry out their duties optimally to achieve the company's goals. This is because all company activities involve human resource actions. In the era of globalization, it is marked by the rapid development of all business activities. As time goes by, technological and information advancements drive change, businesses must dare to make strategic changes that require training and development to anticipate future needs. Just as the Indonesian nation has known science in the field of pharmacy since the colonial era, the development of the pharmaceutical industry has experienced many obstacles due to poor economic conditions. With these efforts, it is hoped that the pharmaceutical industry in Indonesia will be more advanced and able to compete both in local and international marketing. In the discussion raised, the author chose a pharmaceutical industry company, namely PT. Nusantara Beta Farma Padang Pariaman.

PT. Nusantara Beta Farma is an industrial company that produces generic drugs located on Jalan Raya Padang-Bukittinggi Km 25, Pasar Usang. This production site has been in use since February 1995. Previously located in Padang, precisely on Jalan Sawahan in IV No.20, it was still in the form of a household industry.

PT. Nusantara Beta Farma produces several medicinal products consisting of yellow/blue scented talc, yellow tube talc, blue tubular talc, glozz baby & kids powdery, oriental hand & body lotion, 70% alcohol 100ml, alokohol 70% 200ml, gentian violet, pk crystal, obh 100ml, fruity hand & body lotion, rivanol compress 100ml, Rivanol Compress 200 ml, OBH 200 ml, Salaf Ichtiol, Salaf 2-4 12 gr, Cosmetic Glycer, Hebta D&B powder, Molisa Children's Shake Powder 200ml.

Good management management can make it easier to realize a company's goals. Performance is one of the company's goals in competing to increase a wide market share. In achieving that, employees who have good performance are needed. The work results achieved both in quality and quantity by an employee in carrying out their duties in accordance with the responsibilities given. Because it is important to manage human resources in a company.

According to Afandi (2018:83), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contrary to ethical morals.

According to Kasmir (2018: 189) the factors that affect performance are Ability and Expertise, Knowledge, Work Design, Personality, Work Motivation, Leadership, Leadership Style, Organizational Culture, Job Satisfaction, Work Environment, Loyalty, Commitment, Work Discipline.

According to Ghufon (2017:121) *the locus of control* is a personality dimension in the form of a continent from internal to external, therefore no individual is truly internal or completely external. Both types of *locus of control* exist in each individual, only there is a tendency to have more of one type of *locus of control*. Besides that, *the locus of control* is not static but can also change.

One of the factors that affect employee performance is organizational commitment. Organizational commitment according to Busro (2018:71) states that organizational commitment is the level of trust and acceptance of workers towards the organization's goals and has the desire to remain in the organization.

According to Shaleh (2018:51), the indicators of organizational commitment include employee willingness, employee loyalty, and employee pride in the organization.

Work Discipline According to Sinambela (2018:335) states that work discipline is a person's awareness and willingness to obey company or organizational regulations or applicable social norms, where employees always come and go home on time and do all their work well. According to Hasibuan (2018:195-198) the indicators of work discipline are Goals and Abilities, example, remuneration, justice, discipline, punishment sanctions, firmness.

According to Narendra (2018:621) *locus of control* is a psychological condition that refers to the individual's belief that the way he behaves is over their own control or control that comes from outside of themselves.

Indicators *locus of control* according to Mardiana (2022:27) namely *Locus of control* internally divided into: Likes to work hard, Has high initiative, Always tries to find a solution to problems, Always tries to think as efficiently as possible, Always has the perception that effort must be done if you want to succeed

Furthermore, *the external locus of control* is divided into: lack of initiative, easy to give up and less willing to try because they believe that external factors are in control, lack of seeking information, having hope that there is little correlation between effort and success, more easily influenced and dependent on the instructions of others.

The following is the number of targets and the realization of PT. Nusantara Beta Farma in 2022 which is described in table 1.1, as follows:

**Table 1.1**  
**Production Target and Realization of PT. Nusantara Beta Farma Padang Pariaman Year 2022 (in pcs);**

No	Nama Produk	Periode 1		Periode 2		Periode 3	
		Target	Realisasi	Target	Realisasi	Target	Realisasi
1.	Salisil Talk Wangi Kuning/Biru	318.892	286.035	318.892	201.937	318.892	308.001
2.	Salisil Talk Tabung Kuning	20.096	19.624	20.096	20.096	20.096	16.551
3.	Salisil Talk Tabung Biru	17.084	15.244	17.084	15.244	17.084	17.084
4.	Glozz Babby & Kids Powdery	-	-	-	-	-	-
5.	Hand & Body Lotion Oriental	857	857	857	634	857	800
6.	Alkohol 70% 100ml	29.702	22.824	29.702	18.421	29.702	24.445
7.	Alkohol 70% 200ml	13.385	10.367	13.385	977	13.385	10.113
8.	Gentian Violet	57.200	48.172	57.200	49.211	57.200	57.200
9.	PK Kristal	50.704	45.364	50.704	40.913	50.704	39.985
10.	OBH 100ml	22.149	21.388	22.149	19.788	22.149	22.149
11.	Hand & Body Lotion Fruity	460	460	460	460	460	460
12.	Rivanol Kompres 100ml	40.008	36.148	40.008	38.068	40.008	40.008
13.	Rivanol Kompres 200ml	12.980	11.078	12.980	12.980	12.980	11.922
14.	OBH 200ml	16.823	15.606	16.823	14.334	16.823	13.403
15.	Salaf Ichtiol	42.528	37.684	42.528	37.684	42.528	42.528
16.	Salaf 2-4 12gr	49.176	46.284	49.176	49.176	49.176	40.576
17.	Gliser Kosmetik	-	-	-	-	-	-
18.	Hebta D&B Powder	-	-	-	-	-	-
19.	Molisa Bedak Kocok Anak 200ml	-	-	-	-	-	-
20.	Kaporit 50g	23.782	23.782	23.782	23.782	23.782	23.782

Source : PT. Nusantara Beta Farma in 2022

Based on table 1.1 of the data on the amount of production of PT. Nusantara Beta Farma shows that products are more likely to decline or be unstable, and there are products that are no longer produced. Such as, *Glozz Babby &*

*Kids Powdery, Cosmetic Glitter, Hebta D&B Cosmetics, and Molisa Children's Shake Powder 200ml.* However, there are also several products that have reached the target.

The following are the assessment indicators given with the value of criteria 1 to 3, can be seen in table 1.2:

**Table 1.2**  
**Performance Assessment Standards for Employees of the Production Department of PT. Nusantara Beta Farma Padang Pariaman**

Kriteria	Nilai	Keterangan
Kriteria 1	<60	Kurang
Kriteria 2	61-80	Cukup
Kriteria 3	81-100	Baik

*Source : PT. Nusantara Beta Farma in 2022*

From the data above, it is a standard for assessing the performance of employees in the production department from criteria one to three at PT. Nusantara Beta Farma Padang Pariaman. The following is a table of achievement of the performance value of employees of the production department of PT. Nusantara Beta Farma Padang Pariaman

**Table 1.3**  
**Employee Performance Achievement Report  
PT. Nusantara Beta Farma**

Penilaian Kinerja	Tahun		Rata-Rata Nilai	Keterangan
1. Tingkat Kehadiran 2. Kuantitas Kerja 3. Kualitas Kerja	2021	Periode 1	92	(Baik)
		Periode 2	67	(Cukup)
		Periode 3	68	(Cukup)
	2022	Periode 1	41	(Kurang)
		Periode 2	31	(Kurang)
		Periode 3	39	(Kurang)

*Source : PT. Nusantara Beta Farma in 2022*

From the data above, it can be seen that the performance condition of employees at PT. Nusantara Beta Farma in each period has decreased. Where the lowest value is found in period 2 of 2022, which is 31 with very little information, and the highest value is found in period 1 of 2021, which is 92 with very good information. The phenomenon that occurred from 2021 to 2022 experienced a significant decline so that the company's target was not achieved, which would have an impact on the company's performance. The decrease in employee performance achievement reports resulted in the non-achievement of *performance* targets so that problems in employee performance can be seen. One of them is caused by a lack or low organizational commitment in the company, first it can be seen from several aspects such as the lack of willingness of employees to work. Below is a table in the form of employee attendance data at PT. Nusantara Beta Farma Padang Pariaman from January to December in 2022 namely:

**Table 1.4**  
**Attendance of the Presence of the Personnel of PT. Nusantara Beta Farma Padang Pariaman**  
**Period: January – December 2022**

Bulan	Jumlah Karyawan	Sakit	Izin	Alfa	Terlambat	Total Hari Kerja
Januari	67	5	2	-	21	25
Februari	67	3	1	1	30	24
Maret	67	3	3	-	13	25
April	67	1	2	-	15	25
Mei	67	8	2	-	23	24
Juni	67	4	1	-	17	25
Juli	67	2	4	2	13	23
Agustus	67	6	4	-	23	25
September	67	1	2	-	19	26
Oktober	67	9	7	1	20	26
November	67	4	3	-	22	25
Desember	67	3	5	-	18	26
Total		49	36	4	234	299

Source : PT. Nusantara Beta Farma Year 2022

From the attendance data above, it is known that the average tardiness rate of employees of PT. Nusantara Beta Farma is very high every month, reaching a total of 234 late during the January-December period. The highest number of delays was in February to reach as many as 30 late. Then in the sick information table there are 49 people and permits reach a total of 36 people for one year. It can also be seen that there are still employees who do not enter without information or alpha in February, July and October with a total of 4 times. Seeing this, the discipline of PT. Nusantara Beta Farma must continue to be improved because of the awareness of discipline in work that can support employees in improving their performance.

This research is also supported by previous research conducted by Bilqis (2023) which examined "the influence of organizational commitment and work ethic on employee performance at PT. Greenspan Packaging System Jakarta" The results of this study stated that the results of the hypothesis test prove that organizational commitment and work ethic partially or simultaneously have a significant influence on employee performance.

This research is also supported by Candra (2022) who researched "the influence of work discipline, work competence, and work supervision on employee performance at PT. Karya Inti Nusa Gemilang Medan" The results of this study state that the results of the hypothesis test prove that work discipline, work competence, and work supervision partially have a positive and significant influence on employee performance.

And

This research is also supported by Oktavia (2017) entitled The Effect of *Self-Efficacy* and *Locus Of Control* on the Performance of Employees of the Editorial Division of PT. Semarang Intermedia Press. The results of this study state that the results of the hypothesis test prove that *self-efficacy* and *Locus Of Control* have a positive and significant effect on employee performance

Based on the presentation of the phenomenon that occurred at PT. Nusantara Beta Farma Padang Pariaman above, the author is interested in conducting a research entitled "**The influence of organizational commitment, work discipline, and *Locus Of Control* On the performance of employees of the Production Department of PT. Nusantara Beta Farma Padang Pariaman**"

### Formulation of Research Problems

Based on the background of the problem above, the formulation of the problem in this study is:

1. What is the effect of organizational commitment on the performance of employees in the production department at PT. Nusantara Beta Farma Padang Pariaman?
2. How does work discipline affect the performance of employees in the production department at PT. Nusantara Beta Farma Padang Pariaman?
3. How does the *locus of control* affect the performance of part employees at PT. Nusantara Beta Farma Padang Pariaman?

4. What is the effect of organizational commitment, work discipline and *locus of control* on the performance of employees in the production department at PT. Nusantara Beta Farma Padang Pariaman?

## **1.1 Research Objectives**

Based on the formulation of the problem above, it can be concluded that the objectives of the research are as follows:

1. To find out the influence of organizational commitment on the performance of employees in the production department of PT. Nusantara Beta Farma Padang Pariaman.
2. To find out the influence of work discipline on the performance of employees of PT. Nusantara Beta Farma Padang Pariaman.
3. To find out the influence of *locus of control* on the performance of employees in the production department of PT. Nusantara Beta Farma Padang Pariaman.
4. To determine the influence of organizational commitment, work discipline and *locus of control* together on the performance of employees in the production department of PT. Nusantara Beta Farma Padang Pariaman.

### **Research Benefits**

1. For the author  
It can add insight and knowledge about the influence of organizational commitment, work discipline and *locus of control* on the performance of employees of the production department of PT. Nusantara Beta Farma Padang Pariaman.
2. For companies  
It is hoped that this research can be used as input and consideration in organizational commitment, work discipline and *locus of control* of employees in the production department of PT. Nusantara Beta Farma Padang Pariaman.
3. For the next researcher  
The results of this study are expected to be a reference material, or a benchmark for future researchers with the same title or with a title related to this research.

## **2. THEORETICAL STUDIES**

### **Employee Performance**

The word performance etymologically comes from performance or real achievements (job performance) related to activities carried out in a work organization. Performance can be interpreted as the results of work achieved by a person based on work results, targets determined during a certain period based on norms and procedures that apply in the organization (Bangun, 2018: 229). Meanwhile, according to Afandi (2018:83), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals that are legal, not illegal and not contrary to morals and ethics. In addition, performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time (Kasmir, 2019:208-209).

The factors that affect performance according to (Kasmir, 2018:189) are as follows:

1. Abilities and Expertise  
It is the ability or skill possessed by a person in doing a job.
2. Knowledge  
It means knowledge of work. A person who has good knowledge of work will give good work results, and vice versa.
3. Work Plan  
It is a job plan that will make it easier for employees to achieve their goals.
4. Personality  
That is, a person's personality or character that a person has.
5. Work motivation

Work motivation is encouragement for someone to do work.

6. Leadership  
Leadership is the behavior of a leader in organizing, managing and commanding his subordinates to do a task and responsibility that he is given.
7. Leadership style  
It is the style or nature of a leader in facing or commanding his subordinates.
8. Organizational Culture  
It is the habits or norms that apply and are owned by an organization or company.
9. Job Satisfaction  
It is a feeling of pleasure or joy, or a feeling of liking someone before or after doing something.
10. Work Environment  
It is the atmosphere or conditions around the location where you work. The work environment can be in the form of rooms, layouts, facilities and infrastructure, as well as working relationships with fellow colleagues.
11. Loyalty  
It is the loyalty of employees to keep working and defend the company where they work.
12. Commitment  
It is the need for employees to carry out company policies or regulations at work.
13. Work Discipline  
It is an effort of employees to carry out their work activities seriously.

According to Afandi (2018:89) the employee performance indicators are as follows:

1. Quantity of work  
It can be judged from the form measured from the total work output which can be seen from the results of a single number.
2. Quality of work  
It can be assessed from the form measured concerned about the quality and success in work which can be conveyed by assessment or others.
3. Efficiency in carrying out tasks  
Various resources discreetly and in a cost-effective manner.
4. Initiative  
The ability to decide and do the right thing without being told, to be able to find out what should be done with something around you, to keep moving to do things even when things are getting harder
5. Accuracy  
The level of suitability of the results of the work measurement whether the work has achieved what goal has not been achieved.
6. Leadership  
The process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals.
7. Honesty  
One of the human traits that is quite difficult to apply.
8. Creativeness  
A mental process that involves the emergence of ideas or that involves the emergence of ideas.

### **Organizational Commitment**

According to Busro (2018:72), Organizational Commitment is a psychological condition of an employee's relationship with the company that has implications in the decision to stay in the company or leave the company. According to Samsuddin (2018:61), organizational commitment is a promise (agreement/contract) to do something. Promises to ourselves or to others that are reflected in our actions. Commitment is a complete recognition, as an actual

attitude that comes from the disposition that comes out of a person's insides. Darmadi (2018:209) stated the factors that affect organizational commitment, namely:

1. Personal factors, e.g. age, gender, education level, work experience, personality, etc. Personality factors include work ethic, willingness to benefit the organization from what is done and a desire to self-actualize and develop a career.
2. Organizational Factors, including sensitivity to organizational loyalty, job security and economic incentives.
3. Relational factors, including trust from superiors, communication with superiors and colleagues as well as positive feedback from leaders or clients.

According to Shaleh (2018:51) the indicators of organizational commitment are as follows:

1. There is an employee will, where there is a desire of employees to strive to achieve the interests of the organization.
2. There is employee loyalty, where employees want to maintain their membership to continue to be part of the organization.
3. The existence of employee pride in the organization, characterized by employees feeling proud to have been part of the organization they are participating in and feeling that the organization has become part of their life.

### **Work Discipline**

According to Sastrohadiwiryo (2018: 133) work discipline is defined as an attitude of respect, respect, obedience, and obedience to applicable regulations both in writing and unwritten and able to carry out and not avoid receiving sanctions if they violate the duties and authorities given to them.

According to Sari (2018:3) discipline is the most important operative function of MSDM because the better the employee discipline, the higher the performance achieved. So every employee must obey the applicable company regulations and if they violate there will be applicable sanctions that will be given to the violating employee. According to Hartatik (2018:197) states that the factors that affect work discipline are two, namely:

a. Personality factors

An important factor in a person's personality is the value system that is directly related to discipline. The value system will be seen from a person's attitude, where this attitude is expected to be reflected in behaviors such as discipline because of compliance, discipline because of identification, and discipline because of internalization.

b. Environmental factors

A disciplined attitude in a person is a product of his interaction with the environment, especially the social environment. Therefore, the formation of discipline is subject to the rules of the learning process. Leaders who are agents of change need to pay attention to the principles of consistency, fairness, positive attitude, and openness.

Indicators that affect the level of employee discipline of an organization according to Hasibuan (2018:195-198) include:

1. Goals and Abilities

Goals and abilities also affect the level of employee discipline. The goals to be achieved must be clear and set ideally and challenging enough for employees' abilities. This means that the purpose (work) imposed on the employee must be in accordance with the ability of the employee concerned, so that he works seriously and is disciplined in doing it.

2. Example

The example of the leader plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates. Leaders must set a good example, be disciplined, honest, fair, and in accordance with their actions.

3. Reply

Remuneration (salary and welfare) also affects employee discipline because remuneration will provide satisfaction and love for the company/work.

4. Justice  
Justice also encourages the realization of employee discipline, because the ego and human nature always feel that they are important and ask to be treated the same as other humans
5. Waskat  
Waskat (inherent supervision) is the real and most effective action in realizing the discipline of the company's employees.
6. Punishment  
Punitive sanctions play an important role in maintaining employee discipline. With increasingly severe punitive sanctions, employees will be more afraid of violating regulations, attitudes, and employee indiscipline behavior will be reduced.
7. Assertiveness  
The leader's decisiveness in taking action will affect the discipline of the company's employees.

### ***Locus Of Control***

*Locus of control* is the perspective or belief that an individual has that everything that happens that affects him is the result of his own decisions and actions (Tirtayasa et al., 2021).

*The locus of control* itself consists of an *internal locus of control* and an *external locus of control*. *The internal locus of control* has the dimension of working hard, always trying to find solutions, having high initiative, trying to think in the most effective way, and always believing that effort is needed to succeed. Meanwhile, *the external locus of control* has the dimension of less effort because of the belief that external factors are controlling, easy to give up, have the perception that there is little relationship between effort and success, less seeking information, more easily influenced, and dependent on others.

Based on Marwan et al., (2018) in its iteration, the *internal locus of control* is more focused on events that occur, whether positive or negative, originating from the consequences of individual actions and can still be controlled by themselves. While *the locus of external control* is the opposite, every event that happens is based on the fate that each individual accepts and only needs to be faced because it is not controlled by oneself.

According to Anggriana (2019:101), the *locus of control* theory has several factors that will affect it in the formation of individual characters. The influencing factors are 3 (three), namely:

1. Family factors

The family factor is from the *internal locus of control* which provides an explanation that the creation of a sense of kinship in the work interaction between superiors and subordinates will be the right component in the achievement of the character of this theory. Where employees will not feel awkward anymore. Be flexible, organized, and provide opportunities to issued his opinion.

2. Age and gender factors

This factor becomes an *external locus of control*. The formation of individual character in the *locus of control* if from age, it can be seen from the level of maturity of the age, usually the more mature the age, the higher the *internal locus of control value*. Meanwhile, from gender, it will definitely be dominated by one of the types, it can be male or female according to the results of the company's evaluation.

3. Social factors

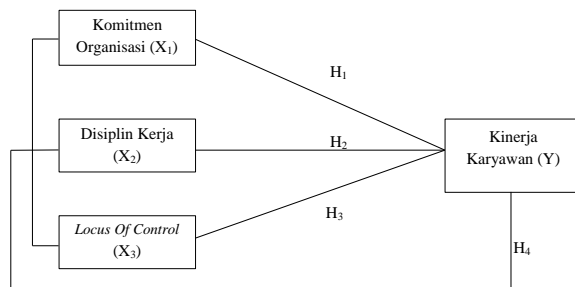
Social is one of the influencing factors in the *locus of control*. Where there is a relationship between the social level of the individual, the lower the *external locus of control* (Fadilah and Mahyuni, 2019:101).

The *locus of control* indicators according to Mardiana (2022:27) are:

- 1) *Locus of control* internal
  - a. Love to work hard
  - b. Have a high initiative
  - c. Always strive to find a solution

- d. Always try to think as sedefiently as possible
  - e. Always have the perception that effort must be done if you want to succeed
- 2) *External locus of control*
- a. Lack of initiative
  - b. They give up easily and are less willing to try because they believe that external factors control
  - c. Less searching for information
  - d. Have the hope that there is little correlation between effort and success
  - e. More easily influenced and dependent on the instructions of others

### Conceptual Framework



### Research Hypothesis

- H1: Influential organizational commitment positive and significant to Production Employee Performance at PT. Nusantara Beta Farma Padang Pariaman
- H<sub>2</sub> : Work discipline has a positive effect and significant to performance employees of the production department at PT. Nusantara Beta Farma Padang Pariaman
- H<sub>3</sub> : *Locus of control* has a positive effect and significant to performance employees of the production department at PT. Nusantara Beta Farma Padang Pariaman
- H<sub>4</sub> : Organizational commitment, work discipline, *locus of control* Influential Simultaneously on employee performance The production section of PT. Nusantara Beta Farma Padang Pariaman

## 3. RESEARCH METHODS

### Type of Research

This type of research uses a survey approach because to obtain information and data, researchers must communicate with respondents to fill out the statements in the questionnaire, which are then processed with research methods based on the philosophy of positivism, used to research on a specific population or sample. Data collection uses research instruments, data analysis is quantitative or statistical, with the aim of describing the hypothesis that has been established (Sugiyono, 2018:15).

### Population and sample

According to Sugiyono (2018:80), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions are drawn. In this study, the population is all employees of the production department at PT. Nusantara Beta Farma Padang Pariaman which totals 67 people.

According to Sugiyono (2019:127), samples are part of the number and characteristics possessed by the population. The research sample is a portion of the population taken as a data source and can be representative of the entire population.

### Sampling Techniques

The sample determination method to be used in this study is the saturated sampling method. Because it is based on the provisions put forward by sugiyono (2019:124) which states that "saturated *sampling* is a technique for determining samples by taking all members of the population as respondents or samples. So the sample in this study is as many as 67 employees of the production department.

## 4. RESULTS AND DISCUSSION

### Classical Assumption Test

#### Normality Test

The normality test is carried out with the intention of checking whether it is normally distributed or not. The normality test of this study data used the Kolmogorov-Smirnov test for each variable. The assessment criteria for this test are:

- If the sig value or significance or probability value ( $p$ )  $< 0.05$  (95% confidence level), the distribution is abnormal.
  - If the sig value or significance or probability value ( $p$ )  $> 0.05$  (95% confidence level), the distribution is normal.
- The results of processing normality test data can be seen in the following table 4.1:

**Table 4.1**

#### Normality Test Results

##### One-sample kolmogorov-smirnov test

Variabel	Asymp. Sig(2-Tailed)	Keterangan
Kinerja Karyawan	0,715	Normal
Komitmen Organisasi	0,421	Normal
Disiplin Kerja	0,419	Normal
Locus Of Control	0,423	Normal

Source: SPSS Data Processing Results, 2023

From table 4.1 above, it is known that the asymp.sig (2-tailed) value of Employee Performance (Y) is  $0.715 > 0.05$  (5%), the asymp value (2-tailed) of Organizational Commitment ( $X_1$ ) is  $0.421 > 0.05$  (5%), the asymp value (2-tailed) of Work Discipline ( $X_2$ ) is  $0.419 > 0.05$  (5%), the asymp value (2-tailed) *Locus Of Control* ( $X_3$ ) by  $0.423 > 0.05$  (5%). This is in accordance with the stipulated provisions, it can be concluded that the data in the model is normally distributed and can be used in this study.

#### Multicollinearity Test

This test aims to test whether the regression model is found to have a correlation between independent variables. If in the test it turns out that a conclusion is obtained between the independent variables that are bound to each other, then the test cannot be carried out to the next stage due to the inability to determine the regression coefficient of the variable and also the error standard is assessed to be infinite. The following is the basis of the analysis used in the multicollinearity test.

- No multicollinearity occurs if the VIF value is less than 10, and the tolerance value is greater than 0.1
- Multicollinearity occurs, if the VIF value is greater than or equal to 10, and a small tolerance value of 0.1

**Table 4.2**

#### Multicollinearity Test Results

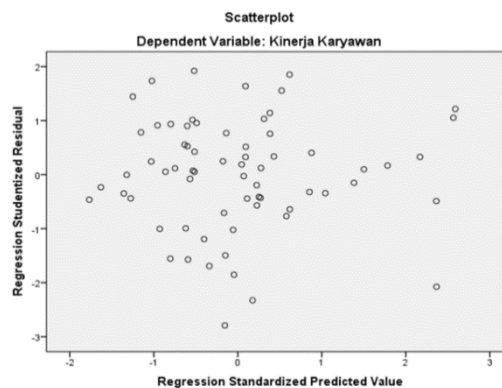
Variabel	Tolerance	VIF	Keterangan
Komitmen Organisasi	0,804	1,243	Bebas Multikolinearitas
Disiplin Kerja	0,853	1,172	Bebas Multikolinearitas
Locus OF Control	0,901	1,109	Bebas Multikolinearitas

Source: SPSS Data Processing Results, 2023

Based on table 4.2 above, it can be seen that the tolerance value of the Collinearity Statistich vaeiabel of organizational commitment, work discipline and *locus of control* is greater than 0.10 and the VIF value of all independent variables is less than 10. Therefore, it can be concluded that the results of each variable do not occur collinearity between independent variables.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has variance inequality and residual from one observation to another. If the variance and residue of one observation to another observation are fixed, then it is called homoscedasticity or no heteroscedasticity, the method used in this study to detect it is to see whether there is a certain pattern in the *scatterplot* graph between SPESID and ZPRED, where the Y axis is the predicted Y and the X axis is the residual (predicted Y – Y indeed) that has been *studentized*. The following is a picture of the results of the heteroscedasticity test.



Source: Primary Data processed by SPSS, 2023

**Figure 4.1 Heteroscedasticity Test Results**

Based on figure 4.1 above, it can be concluded that there is no case of heteroscedasticity, because the data is spread above the 0 axis and below the 0 axis, and the distribution does not form a pattern. It can be concluded that the multiple linear regression model does not have cases of heteroscedasticity, so this research can be continued.

### Autocorrelation Test

The autocorrelation test aims to test whether in a regression model the correlation between the pervert error in the t-period and the error in the t-1 period (previously). If there is a correlation, it is called an autocorrelation problem. A good regression model is a regression that is free from autocorrelation. The autocorrelation test was carried out using the Durbin-Watson (D-W) test, with a rate of =5%. When D-W is located between -2 to +2 then there is no autocorrelation.

**Table 4.3**  
**Autocorrelation Test Results**

Model	Durbin-Watson	Keterangan
1.	1.584	Tidak terjadi autokorelasi

Source: SPSS Data Processing Results, 2023

Based on table 4.3, it can be concluded that the Durbin-Watson value of 1.584 is located between (-2) to (+2), indicating that the Regression Model does not have an Autocorrelation Case.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to see the influence of independent variables on bound variables. The independent variables used in this study are organizational commitment, work discipline and *locus of control*, while the bound variable in this study is employee performance (Y) which can be seen as the multiple linear regression equation as follows

**Table 4.4**  
**Multiple Linear Regression Analysis Results**

Model	B	T	Signifikan
Constant	2.853	0,441	0,661
Komitmen Organisasi	0,409	2,266	0,027
Disiplin Kerja	0,676	6,070	0,000
Locus Of Control	0,662	2,170	0,034

Source: SPSS Data Processing Results, 2023

$$Y = 2.853 + 0.409(X_1) + 0.676(X_2) + 0.662(X_3)$$

### Partial Test (T-Test)

This test is used to see the influence of each independent or independent variable on the bound or dependent variable. The criteria for this t-test are:

1. If  $t_{\text{counts}} > t_{\text{table}}$  and  $\text{sig} < 0.05$  then  $H_a$  is accepted and  $H_0$  is rejected.
2. If  $t_{\text{counts}} < t_{\text{table}}$  and  $\text{sig} > 0.05$  then  $H_a$  is rejected and  $H_0$  is accepted.

Based on table 4.4 above, the conclusion of the t-test can be drawn as follows:

#### 1. Organizational Commitment Variables

Organizational commitment with a t-value of 2,266 and a value ( $\text{sig.} = 0.027 < 0.05$ ), with the formula  $df = n - k$  where  $n$  = number of respondents and  $k$  = number of independent and bound variables so that  $df = 67 - 4 = 63$ , then  $t$  is obtained<sub>table</sub> of 1,669. From the results above, it can be seen that  $t_{\text{count}} > t_{\text{table}}$  or  $2,266 > 1,669$  means  $H_{1\text{Accepted}}$ . Therefore, it can be concluded that Organizational Commitment has a significant positive effect on Employee Performance at PT. Nusantara Beta Farma Padang Pariaman.

#### 2. Variables of Monkey Discipline

Work Discipline with a value of  $t$  calculated 6,070 and a value ( $\text{sig.} = 0.000 < 0.05$ ), with the formula  $df = n - k$  where  $n$  = number of respondents and  $k$  = number of free and bound variables so that  $df = 67 - 4 = 63$ , then  $t$  is obtained<sub>table</sub> of 1,669. From the results above, it can be seen that  $t_{\text{count}} > t_{\text{table}}$  or  $6,070 > 1,669$  means  $H_2$  Accepted. Therefore, it can be concluded that Work Discipline has a significant positive effect on Employee Performance at PT. Nusantara Beta Farma Padang Pariaman.

#### 3. Locus Of Control Variable

*Locus Of Control* With the value of  $t$  calculated 2,170 and the value ( $\text{sig.} = 0.034 < 0.05$ ), with the formula  $df = n - k$  where  $n$  = number of respondents and  $k$  = number of independent and bound variables so that  $df = 67 - 4 = 63$ , then  $t$  is obtained<sub>table</sub> of 1,669. From the results above, it can be seen that  $t_{\text{count}} > t_{\text{table}}$  or  $2,170 > 1,669$  means  $H_3$  Accepted. So it can be concluded that *Locus Of Control* has a significant positive effect on Employee Performance at PT. Nusantara Beta Farma Padang Pariaman.

### Simultaneous Test (Test F)

The F test is used to see together the influence of the independent variable on the bound variable. With the help of the SPSS program, it is known that the F value<sub>calculated</sub> on Anova is as follows:

**Table 4.5**  
**Test Result F (Simultaneous)**

Model	F	Signifikan
1.	25,483	0,000

Source: SPSS Data Processing Results, 2023

If  $F_{\text{counts}} > F_{\text{table}}$  then  $H_a$  is accepted and  $H_0$  is rejected and vice versa if  $F_{\text{counts}} < F_{\text{table}}$  then  $H_4$  is rejected and  $H_0$  is accepted. Based on table 4.20, the F test is known that the F value<sub>is calculated</sub> at 25.483 and the F value<sub>of table</sub> is 2.751 so that  $H_4$  is accepted and  $H_0$  is rejected with a significance value of 0.000 ( $p < 0.05$ ). This means that together the variables of Organizational Commitment, Work Discipline and *Locus Of Control* have a significant positive effect on the Employee Performance of PT. Nusantara Beta Farma Padang Pariaman.

#### **Koefesien Determinant (R-Square)**

The determination coefficient is useful for seeing the contribution of the influence of the independent variable to the bound variable. To find out how much the organization's commitment, work discipline and *locus of control* on the performance of employees at PT. Nusantara Beta Farma Padang Pariaman can be seen in the following table 4.6:

**Table 4.6**  
**R-Square Test**

Model	R-Square
1	0,548

*Source: SPSS Data Processing Results, 2023*

Based on table 4.6 above, we can see that the  $R_{\text{square}}$  of 0.548 means the percentage of influence of Organizational Commitment, Work Discipline and *Locus Of Control* on the Employee Performance of PT. Nusantara Beta Farma Padang Pariaman is 54.8% while the remaining 45.2% is influenced by other variables that are not studied in this study.

## **5. CLOSING CONCLUSION**

Based on the results of the research and discussion that have been described, the following conclusions can be drawn:

1. Organizational commitment has a positive and significant effect on the performance of employees of PT. Nusantara Beta Farma Padang Pariaman because  $t_{\text{calculates}} > t_{\text{table}}$  or  $2.266 > 1.669$  and the value of sig.  $0.027 < 0.05$  means that  $H_1$  is accepted. If the Organizational Commitment is getting better, it will increase the Employee Performance of the production department of PT. Nusantara Beta Farma Padang Pariaman.
2. Work Discipline has a positive and significant effect on the performance of employees of PT. Nusantara Beta Farma Padang Pariaman because  $t_{\text{calculate}} > t_{\text{table}}$  or  $6.070 > 1.669$  and the value of sig.  $0.000 < 0.05$  means that  $H_2$  is accepted. If Work Discipline is getting better, it will increase the Performance of Employees in the production department of PT. Nusantara Beta Farma Padang Pariaman.
3. *Locus Of Control* has a positive and significant effect on the performance of employees of PT. Nusantara Beta Farma Padang Pariaman because  $t_{\text{calculate}} > t_{\text{table}}$  or  $2.170 > 1.669$  and the value of sig.  $0.034 < 0.05$  means that  $H_3$  is accepted. If the *Locus Of Control* is getting better, it will increase the Employee Performance of the production department of PT. Nusantara Beta Farma Padang Pariaman.
4. Based on the f test, it is known that the f value<sub>is calculated</sub> as  $25,483 > f_{\text{table}}$  2,751 with a significance value of 0.000 ( $p < 0.05$ ). This means that simultaneously (together) the variables of Organizational Commitment, Work Discipline and *Locus Of Control* affect the Employee Performance of the production department of PT. Nusantara Beta Farma Padang Pariaman.
5. Based on the test of the Employee Performance Dertemination Coefficient of PT. Nusantara Beta Farma Padang Pariaman has an R-square value of 0.548, meaning that the percentage of Organizational Commitment, Work Discipline and *Locus Of Control* on Employee Performance in the production section is 54.8% while the remaining 45.2% is influenced by other variables that are not studied in this study.

## **SUGGESTION**

Based on the results of the Research, Discussion and conclusions that have been described above, there are several suggestions that may be useful for the researcher to suggest, namely the following:

1. For Companies

Based on the results of the study, it is known that the Organizational Commitment variable has a positive and significant effect on Employee Performance, so the company must increase the willingness to work hard in order to achieve the company's desires and interests, the company must maintain its membership so that it remains loyal and always be part of the company such as paying attention to employee salaries. Work discipline affects employee performance, so the company must adjust the employee's ability to the job given so that he works seriously, the company's leadership must set a good example, be disciplined, be honest and fair, the company must maintain employee discipline with increasingly severe punishment sanctions, employees will be afraid of violating the regulations at PT. Nusantara Beta Farma Padang Pariaman, *Locus Of Control* has a positive and significant effect on employee performance, the company must have the perception that efforts must be made if they want to succeed at PT. Nusantara Beta Farma Padang Pariaman. And simultaneously Organizational Commitment, Work Discipline and *Locus Of Control* will increase if the company PT. Nusantara Beta Farma Padang Pariaman pays attention to the three factors that affect it and makes improvements to the factors that affect it, one of which is Organizational Commitment, Work Discipline and *Locus Of Control*.

2. For the next researcher

For future researchers, this research can be used as a reference material to research the same or different variables. In addition, researchers really hope to find other factors to add insight. For the next researcher who will conduct research and use the final project as a reference, for that it needs to be reviewed because it does not rule out the possibility of inappropriate statements and it is recommended for the researcher to add other Research Variables that can affect Employee Performance, because in this study only four variables are discussed, namely Organizational Commitment, Work Discipline and *Locus Of Control* on Employee Performance.

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