
The Effect of Work Discipline and Work Motivation Towards Employee Performance at PT. Alamjaya Wirasantosa

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Abstract

This research aims to find out the effect of work discipline and work motivation on employee performance at PT. Alamjaya Wirasantosa. The data that will be used in this research is conducted through interviews and questionnaires in which the employees will answer all of the questions. The population of this study is 80 employees of PT. Alamjaya Wirasantosa. The data analysis method that is being used in this research is the descriptive statistic test, descriptive analysis test, classical assumption test, and multiple linear regression test. The final output of this research shows that only one hypothesis is being accepted: Work Discipline has a significant influence on Employee Performance. While another hypothesis is being rejected: Work Motivation has no considerable impact on Employee Performance.

Keywords: Work Discipline, Work Motivation, Employee Performance, PT. Alamjaya Wirasantosa

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh dari kedisiplinan dalam bekerja terhadap performa karyawan di PT. Alamjaya Wirasantosa. Data yang akan digunakan dalam penelitian ini dikumpulkan melalui wawancara dan kuesioner dimana karyawan akan menjawab seluruh pertanyaan. Populasi dari penelitian ini adalah 80 karyawan dari PT. Alamjaya Wirasantosa. Metode analisis data yang digunakan dalam penelitian ini adalah uji statistik deskriptif, uji analisis deskriptif, uji asumsi klasik, dan uji regresi linear berganda. Hasil akhir dari penelitian ini menunjukkan hanya ada satu hipotesis yang diterima yaitu kedisiplinan kerja memiliki pengaruh yang signifikan terhadap performa karyawan. Sedangkan hipotesis lainnya ditolak yaitu motivasi kerja tidak memiliki pengaruh signifikan terhadap performa karyawan.

Kata kunci: Kedisiplinan Kerja, Motivasi Kerja, Performa Karyawan, PT. Alamjaya Wirasantosa

1. Pendahuluan

Business plays an important role in the economic growth of a country, and nowadays many ways can be used to make the business survive. Every company has its way to maintain its business and the company itself should have a proper human resource management system to manage their employee working performance and progress. Human resources play an important role in every business industry, it is connected to the individual working performance

through their habits and motivation. Many factors could affect the company's growth and the most crucial factor in employee performance, is the company has to find an employee that could support them to achieve the company goals based on their vision and mission. Employee performance is involved by several factors such as quality, quantity, and effectiveness of work as well as the behaviors that are being shown in the workplace [1]. The research gap in this study is that according to [2] there is an insignificant relationship between motivation and employee performance, while according to [3] motivation has a significant and positive influence on employee performance.

PT. Alamjaya Wirasentosa is a family business company that is being used as a research object. PT. Alamjaya was established by Mr. Tjandra Sudi Rahardja on 25 August 1992 and is now located at Jalan. Raya Medan KM 13.3 Tanjung Morawa, Desa Bangun Sari No. 54, North Sumatra. PT. Alamjaya Wirasentosa is a daily food supply distributor which distributes mostly Indofood products and they were started distributing only around Aceh and Medan. PT. Alamjaya Wirasentosa now has been expanded its distribution area just only around Aceh and Medan to the whole Sumatra area.

1.1 Work Discipline

Discipline refers to a feeling of being obedient to a value that is believed as a responsibility. Work discipline refers to rules or regulations that are being set by the company and should be followed by every employee that is working in the company. The purpose to have work discipline is to make sure that the employee performs in a good manner that is being accepted by the company in the working space to prevent a conflict that might happen the colleagues.

According to [4], work discipline is an instrument that is being used by managers to communicate with their employees to encourage them to change their behavior and could be a method to increase the awareness and willingness of the employees to follow all of the company regulations. Work disciplines are made to train and encourage their employees to change into a better version of themselves for example having a good manner in the working place and encouraging them to follow all of the company rules.

According to [5], work discipline is an attitude of respecting and following the regulations that are already being set, whether written or unwritten and being able to implement them in the daily duty and not trying to avoid the sanction that is given by the authority if they violate these regulations. Every employee should obey their company rules to perform well in their job and if they are caught violating the rules, they should accept all of the consequences that are being given by the boss.

According to [6], work discipline is how essentially grows awareness of the employee to carry out the duties that have been given and it can't be formed by itself. The purpose of work discipline is to encourage the employees to perform well in doing their tasks and help them to form a good character that can't be obtained if they do not get used to it.

Work discipline is a very important aspect for the employees to grow into a better version of themselves and to carry out every duty that is given. It is very useful because every aspect of human living needs the discipline to make it more organized.

From these statements, we can make the hypothesis that:

H₁: Work Discipline has a significant effect on Employee Performance

1.2 Work Motivation

Motivation is a willingness or desire that comes from an individual that creates an enthusiasm to work optimally. In another word, motivation could be defined as a process that is needed by everyone to encourage them to carry out an activity that could lead them to achieve their goals.

According to [7], work motivation is a force to drive someone to contribute as much as possible to achieve the company or organization's goals. With the understanding, that when the company reaches its goals, it means that the personal goals of each member of the employees are being achieved too. Every employee should be motivated by their manager, to get an optimal working results. Both company and employee also get the benefit, the company could achieve their goals and the employee could get a bonus from their hard work.

According to [8], work motivation is a willingness to spend a high level of effort toward an organizational goal, which is conditioned by the ability of effort to meet an individual's needs. Every company should motivate every employee that is working to reach their organizational goals based on their vision and mission. Therefore, work motivation is needed to encourage employees to work harder to achieve the goals that are being set by their company.

According to [9], work motivation is a power that could be used in directing employees or workers so that they can carry out their duties to achieve goals with full awareness, enthusiasm, and responsibility. The company should state clearly what is their vision, mission, and objective that are going to reach, so it could be easily directed their employees to work on the strategy or plan that are being set by the company as a guideline to achieve the company goals.

In a conclusion, work motivation is a kind of process that is needed to encourage someone to work based on the strategy or plan to achieve a certain goal and to meet an individual's needs.

We can conclude hypotheses as follows:

H₂: Work Motivation has no significant effect on Employee Performance

1.3 Employee Performance

Employee performance is related to job activities on how the workers on employees behave in the working place. It refers also to how they perform to finish their job duty that is being assigned by their boss in the company. Mostly every company has set its performance target that every one of its employees should achieve and hopes to get a good output.

According to [10], performance is a result of the quality and quantity of work that is being achieved by the employees to finish their duties and to be responsible for the job that is being given. Employee performance is an important aspect of the company's growth in terms to achieve the company goals.

According to [11], performance is defined as the process by which an organization gives value and evaluates the performance of its employees. Every employee's performance will be recorded by the company to know how their employees perform in the company, and usually the employees with the best performance will be given a reward or an incentive.

According to [9], performance could be defined as the result of work that has been achieved by someone in carrying out their job based on their knowledge, effort, and opportunity that they could do. The employee is required to have the ability or knowledge to carry out their job and they should put their effort to perform well in the company.

From the definition above, employee performance is a very crucial aspect for the company to achieve its goals based on its vision and mission. Every employee should perform well on their duties and be responsible for the job that is being given to them.

3. Research Issue and Methodology

3.1 Research Issue

In this research, the method that is being used is a quantitative method. The population that is being used in this research is the employees of PT. Alamjaya Wirasentosa is actively working at the company. The sampling method that is being used in this research is probability sampling and questionnaire as the method of data collection. The respondents' characteristics of this research are the respondents who are actively working at PT. Alamjaya Wirasentosa with the age range from 20 to 60 years old, male or female, and minimal education background of high school until bachelor’s degree.

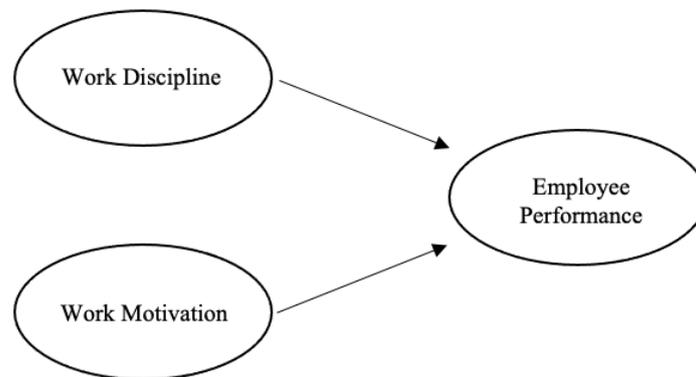


Figure 1. Research Model
Source: The Writer, 2021

4. Finding and Discussion

4.1. Findings

This study used Structural Equation Modelling in testing the variables. The statistical analysis tool used to answer the problem formulation of this research is SPSS. Once the questionnaires were returned, the next step that must be conducted is descriptive statistic analysis.

Table 1, shows that respondents who fill out questionnaires are mostly done by men, this can be seen in 42 respondents (52.5%) of respondents who are mostly working at PT. Alamjaya Wirasentosa is men, while 38 respondents (47.5%) are women.

Table 1. Respondents' Characteristics by Gender

		<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
<u>Valid</u>	<u>Male</u>	<u>42</u>	<u>52.5</u>	<u>52.5</u>	<u>52.5</u>
	<u>Female</u>	<u>38</u>	<u>47.5</u>	<u>47.5</u>	<u>100.0</u>

<u>Total</u>	<u>80</u>	<u>100.0</u>	<u>100.0</u>
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Source: Prepared by the writer (2021)

From the results in Table 2, the characteristics of respondents based on age are dominated by the age group 20-30 which is 30 respondents (37.5%), followed by the 31-40 age group which is 37 respondents (46.3%), respondents from 41-50 age group which is 11 respondents (13.8%), and last age group becomes respondents is age group 51-60 which is 2 respondents (2.5%).

Table 2. Respondents' Characteristic by Age

	<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
<u>Valid</u> 20 – 30	<u>30</u>	<u>37.5</u>	<u>37.5</u>	<u>37.5</u>
31 – 40	<u>37</u>	<u>46.3</u>	<u>46.3</u>	<u>83.8</u>
41 – 50	<u>11</u>	<u>13.8</u>	<u>13.8</u>	<u>97.5</u>
51 - 60	<u>2</u>	<u>2.5</u>	<u>2.5</u>	<u>100.0</u>
<u>Total</u>	<u>80</u>	<u>100.0</u>	<u>100.0</u>	

Source: Prepared by the writer (2021)

From the results in Table 3, the characteristics of respondents based on education background are dominated by the employee with a high school background which is 18 respondents (22.5%), followed by diploma background which is 15 respondents (18.8%), and last education background group becomes respondents with bachelor background which is 47 respondents (58.8%).

Table 3. Respondents' Characteristic by Education Background

	<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
<u>Valid</u> D3	<u>15</u>	<u>18.8</u>	<u>18.8</u>	<u>18.8</u>
S1	<u>47</u>	<u>58.8</u>	<u>58.8</u>	<u>77.5</u>
SLTA	<u>18</u>	<u>22.5</u>	<u>22.5</u>	<u>100.0</u>
<u>Total</u>	<u>80</u>	<u>100.0</u>	<u>100.0</u>	

Source: Prepared by the writer (2021)

From the results in Table 4, the characteristics of respondents based on working period are dominated by the employee with a working period of 1-3 years which is 20 respondents (25.0%), followed by a working period of 3-5 years which is 22 respondents (27.5%), and last respondents who are working more than 5 years which is 38 respondents (47.5%).

Table 4. Respondents' Characteristics by Working Period

	<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
<u>Valid</u> >5 Years	<u>38</u>	<u>47.5</u>	<u>47.5</u>	<u>47.5</u>
1-3 Years	<u>20</u>	<u>25.0</u>	<u>25.0</u>	<u>72.5</u>
3-5 Years	<u>22</u>	<u>27.5</u>	<u>27.5</u>	<u>100.0</u>

Total	80	100.0	100.0
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Source: Prepared by the writer (2021)

4.1.1 Validity Test Result

Table 5. Validity Test

<u>Variable</u>	<u>Indicator</u>	<u>Mean</u>	<u>Validity Value</u>	<u>Critical Value</u>	<u>Description</u>
<i>Work Discipline</i>	WD1	3.07	0.625	≥ 0,361	Valid
	WD2	3.40	0.466	≥ 0,361	Valid
	WD3	3.30	0.680	≥ 0,361	Valid
	WD4	3.41	0.688	≥ 0,361	Valid
	WD5	3.31	0.780	≥ 0,361	Valid
	WD6	3.45	0.770	≥ 0,361	Valid
<i>Work Motivation</i>	WM1	3.64	0.678	≥ 0,361	Valid
	WM2	3.40	0.621	≥ 0,361	Valid
	WM3	3.46	0.832	≥ 0,361	Valid
	WM4	3.34	0.494	≥ 0,361	Valid
	WM5	3.25	0.545	≥ 0,361	Valid
	WM6	3.36	0.678	≥ 0,361	Valid
<i>Employee Performance</i>	EP1	3.41	0.553	≥ 0,361	Valid
	EP2	3.36	0.698	≥ 0,361	Valid
	EP3	3.15	0.745	≥ 0,361	Valid
	EP4	3.31	0.649	≥ 0,361	Valid
	EP5	3.35	0.574	≥ 0,361	Valid
	EP5	3.45	0.758	≥ 0,361	Valid

Source: Prepared by the writer (2021)

Based on the validity test result above, we can see that all indicators are valid because the value of loading is greater than 0.361.

4.1.2 Reliability Test Result

Table 6. Reliability Test

<u>Variable</u>	<u>Cronbach's Alpha Based on Standardized Item</u>	<u>N of Items</u>
<i>Work Discipline</i>	0.754	6
<i>Work Motivation</i>	0.715	6

<u>Employee Performance</u>	<u>0.745</u>	<u>6</u>
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Source: Prepared by the writer (2021)

According to the calculation data above, the result of Cronbach’s Alpha Based on Standardized Items for Work Discipline (WD) is 0.754, which means this variable passed the reliable test of Cronbach’s Alpha Based on Standardized Items as the value of >0.6.

For the second variable, Work Motivation (WM), the result of the Cronbach's Alpha Based on Standardized Items is 0.715, which means that the variable passed the reliable test of Cronbach's Alpha Based on Standardized Items as the value of >0.6.

For the last variable, Employee Performance (EP), the result of the Cronbach’s Alpha Based on Standardized Items is 0.745, which means this variable passed the reliable test of Cronbach’s Alpha Based on Standardized Items as the value of >0.6.

4.1.3 Normality Test Result

The following is the result of the normality test based on Kolmogorov Smirnov (K-S) non-parametric statistic test. The significance value of each variable should be bigger than the output of the Kolmogorov Smirnov (K-S) non-parametric 0.05 then it could be concluded that the responses are normally distributed.

Table 7. Normality Test

<u>Equation</u>	<u>Asymp. Sig (2-tailed)</u>	<u>Critical Number</u>	<u>Description</u>
<u>WD, WM*EP</u>	<u>0.200</u>	<u>>0.05</u>	<u>Normally Distributed</u>

Source: Prepared by the writer (2021)

The result can be seen from the table above, it shows that the variables of this research are significant with a result of 0.200.

4.1.4 Research Result

Based on the results of testing the quality of the data, it is stated that the processed data can pass the evaluation validity and reliability also classical assumption test, this is the research with the following results:

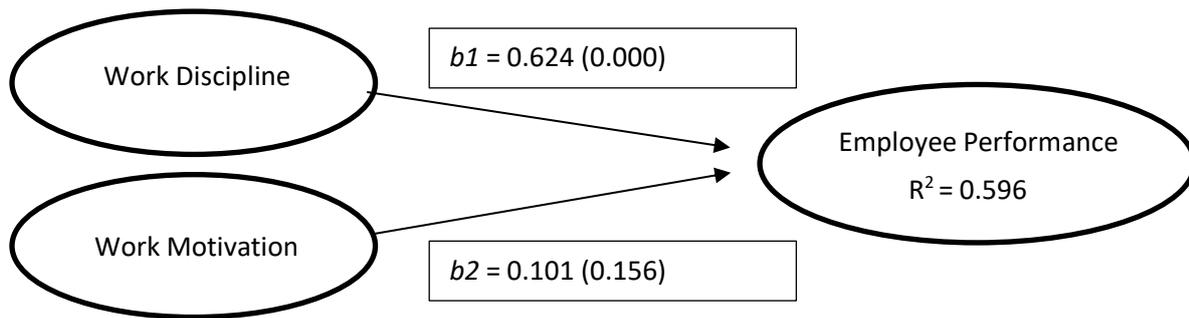


Figure 2. Research Results

Employee Performance has been significantly influenced by Work Discipline. For Work, Motivation has a positive influence but is not significant. The regression value for work discipline is 0.624, while the regression value for Work Motivation is 0.101. This result indicates that Work Discipline has a bigger influence on Employee Performance with a value of 0.624.

4.1.5 Hypotheses Testing

Based on this fit model, we will test the six hypotheses proposed in this study

Table 8. Hypothesis Test

		<u>Sig.</u>	<u>Standard</u>	<u>Result</u>
<u>H1</u>	<u>Work Discipline → Employee Performance</u>	<u>0.000</u>	<u>0.05</u>	<u>Accepted</u>
<u>H2</u>	<u>Work Motivation → Employee Performance</u>	<u>0.156</u>	<u>0.05</u>	<u>Rejected</u>

The table above describes the two hypotheses proposed in the conceptual framework model. Only work discipline partially has a significant influence on employee performance, and it can be seen based on the value of Sig<0.05. On the other hand, work motivation partially has no significant effect on employee performance.

4.1 Discussion

This research is being done to find out the effect of work discipline and work motivation on employee performance at PT. Alamjaya Wirasentosa.

Based on the general review of the responses, it shows that most of the employees' gender was male about 52.5% with the age range between 31 – 40 years old which is about 46.3%. The respondent's education background is mostly bachelor's degree which is about 58.8% and their working period at PT. Alamjaya Wirasentosa is mostly more than 5 years which is about 47.5%.

The linearity relation between work discipline and work motivation is 0,772. It indicates the independent variables (work discipline and work motivation) have a strong correlation with the dependent variable (employee performance).

On the other hand, the coefficient of determination analysis result for the value of R2 is at 0.596 or about 59.6% which means that it indicates that work discipline and work motivation have an effect of about 59.6% on employee performance, while the rest is influenced by another variable which is not being explained in the research model.

From the two hypotheses that have been analyzed, the analysis shows that only one hypothesis is being accepted. The first hypothesis is Work Discipline has a significant effect on Employee Performance. This hypothesis is supported by a T-test where the significant value is 0.000 (<0.05) which indicates the hypothesis is being accepted.

The second hypothesis is Work Motivation has no significant effect on Employee Performance. This hypothesis is supported by the T-test where the significant value is 0.156 (>0.05) which indicates the hypothesis is being rejected.

From both variables, Employee Performance has been significantly influenced by two variables, which are Work Discipline and Work Motivation. The regression value for work discipline is 0.624, while the regression value for Work Motivation is 0.101. This result indicates that Work Discipline has a bigger influence on Employee Performance with a value of 0.624.

The variable that has the greatest and most significant influence on employee performance at PT. Alamjaya Wirasentosa is Work Discipline. Because the respondents that are being used in this research start from managers to the Head of Depo, where they have a big responsibility for their staff performance under their management. Problems that arise because of high responsibility more require work discipline rather than work motivation, because discipline is related to the consequences (reward and punishment) which can be received by the employees. Especially for their upper management level who are be required to become a role model for their subordinates, so work discipline could be more influential and significant towards employee performance compared to work motivation.

The second variable that is being analyzed in this research is work motivation towards employee performance, where the result shows an insignificant and smaller effect than the work discipline. This is because the respondents' range that is being used is from Manager to the Head of Depo, who have the responsibility to the staff that below their management. Furthermore, at the level of managers, they have more awareness and bigger responsibility. Besides that, the work motivation of employees mostly is about financial motivation, so there are no differences in motivation between the level of managers and the subordinates. In addition, there are also no differences between employees that are working at PT. Alamjaya Wirasentosa and the employees that are working in another company especially if their motivation is about financial motivation. This result also being supported by [2] research, which stated that work motivation does not have a significant effect on the employee performance of the employees who are working in the Public Works Department in Bali. Because if financial is still the main motivation for working, so even working in other government institutions will have the same result from financial reward.

5. Conclusion

The result of this research shows that the variable that has the biggest influence on employee performance is the work discipline variable. It can be seen from the value of the regression coefficient of work discipline toward employee performance, and this statement is being supported by the theoretical evidence of [12], which stated that work discipline significantly influences employee performance.

The managerial implications of this research can be based on the theories that have been developed such as,

First, work discipline is one of the important variables that significantly influence employee performance. Through disciplinary, it helps to control and manage the behavior of the employees themselves. PT. Alamjaya Wirasentosa can increase the disciplinary level in a good way by hanging up the rules and regulations in every office room and even in the warehouse too. By hanging up the rules and regulations of the company, every employee could easily be reminded about the do and don't in the office area. Moreover, PT. Alamjaya Wirasentosa could conduct an annual employee outing or outbound to build a healthy relationship between colleagues. It could make them more solid and build good teamwork to face the challenge that is going to be given by the company in the future.

Second, work motivation is one of the factors that need to be improved but the effect on employee performance is not significant. Because everyone has the same working motivation, they work to solve their financial problems and it happens to all companies. Therefore, it is also important for PT. Alamjaya Wirasentosa improves their employees working motivation by giving a space for them to grow and be creative, building a healthy relationship between managers and subordinates, and implementing reward and punishment systems for the employees.

6. Research limitation

The findings of this study should be understood considering its limitations. First, second-order factors do not allow an understanding of the effect of each first-order factor on outcome variables such as satisfaction and loyalty. Second, there is also the potential to exploit the use of structural equation modeling further by performing factorial invariance tests to analyze the moderating effects of other variables such as nationality, and culture on the pathways of the tested relationships.

Acknowledgments

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