

The Effect of Discipline and Motivation on Employee Performance of Perum Perhutani PHW IV Malang

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Abstract

This research aims to find out and analyze the influence of discipline and motivation on employee performance. This type of research is survey research with a quantitative approach. The population in this study were all employees at Perum Perhutani PHW IV Malang, amounting to 33 people. The sample in this study amounted to 33 people selected using total sampling techniques. The data collection technique of this study was using a questionnaire. Technique data analysis was performed using multiple linear regression with two predictors, F test, T-test, and coefficient of determination. Based on test and analysis results, this study includes that, discipline has a significant effect on performance, motivation does not significantly influence performance, discipline and motivation have a simultaneous effect on performance, discipline has the more dominant influence on employee performance.

Keywords: *discipline, motivation, employee performance*

Abstrak

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh disiplin dan motivasi terhadap kinerja karyawan. Jenis penelitian yang digunakan adalah penelitian survei dengan pendekatan kuantitatif. Populasi dalam penelitian ini adalah seluruh karyawan Perum Perhutani PHW IV Malang yang berjumlah 33 orang. Sampel dalam penelitian ini berjumlah 33 orang yang dipilih dengan menggunakan teknik total sampling. Teknik pengumpulan data dalam penelitian ini menggunakan kuesioner. Teknik analisis data dilakukan dengan menggunakan regresi linier berganda dengan dua prediktor yaitu uji F, uji T, dan koefisien determinasi. Berdasarkan hasil pengujian dan analisis, penelitian ini menyimpulkan bahwa disiplin berpengaruh signifikan terhadap kinerja, motivasi tidak berpengaruh signifikan terhadap kinerja, disiplin dan motivasi berpengaruh secara simultan terhadap kinerja, disiplin berpengaruh lebih dominan terhadap kinerja karyawan.

Kata kunci: disiplin, motivasi, kinerja karyawan

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INTRODUCTION

One of the main assets that have a major influence on the progress of an organization or agency is human resources. The processing of human resources cannot be separated from the factors of employees who are expected to be able to manage good resources to achieve organizational survival. Therefore, human resources need to be managed properly to achieve the mission and goals of the organization. Human resources in this case are employees. Employees are social beings who support the achievement of organizational goals by having thoughts, feelings, and desires that can influence their attitudes towards work. Therefore, good employee performance is most likely Organizational performance is also good, therefore the organization needs to pay attention to all aspects of employees to create high-quality and superior-performing human resources.

The success of a company is greatly influenced by the performance of individual employees, each company will always try to get the best performance from its employees, with the hope that the company's goals, vision, and mission will be achieved. According to Mangkunegara (2011), he argues that performance is the result of work in terms of quantity and quality achieved by an employee in carrying out his duties following the responsibilities assigned to him. Performance is an achievement of a person in carrying out the tasks assigned to him in carrying out tasks based on skills, experience and sincerity, and time. So an increase in employee performance is necessary so that the goals desired by the organization can be well realized. According to the identification of Wexley and Yukl (2005). Increasing employee performance optimally requires regular employee discipline by the company. The reality is that employees who have high work discipline will work following the responsibilities that have been given. Work discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms, where employees always come and go home on time and do their job well (Hasibuan, 2013: 193). Employees who have a sense of responsibility for the task assigned to them reflect that someone has good discipline, with that the company can achieve optimal results and goals.

The level of a person's performance can also be influenced by their motivation. Employee work motivation is needed to improve performance. Veithzal Rivai (2005) states that the notion of work motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals, because of this the company must encourage employees so that they work actively to that achieve company targets. Thus, the high motivation of an employee at work will result in high performance as well. As the results of previous research conducted by Sandhira (2013) said that there is a significant influence between motivation on employee performance. Perum Perhutani as the manager of forest resources in Java and Madura, to make a company that can compete at the international level employees need to have a high level of performance, but some employees still lack a high sense of discipline and low motivation. The low level of employee discipline can be seen from the punctuality of coming and going to the office, the level of employee attendance, and the delay in coming to the office.

LITERATURE REVIEW

Performance is a work result that can be seen in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2011). Employee performance indicators according to (Robbins, 2006), namely quantity, quality, timeliness. Discipline is a person's awareness and willingness to comply with all company regulations and prevailing social

norms, Hasibuan (2006: 444). Discipline indicators according to (Dharma, 2003), namely employee attendance, the accuracy of working hours, employee obedience to regulations. Motivation according to (Rivai, 2005) is a series of attitudes and values which influence individuals to achieve specific things following individual goals. Motivation indicators according to (McClelland, 2009), namely the need for achievement, need for power, need for affiliation.

Based on the results of research conducted by Johannes, *et al.* (2016), Sari, *et al* (2018), and Sibarani (2018), it shows that discipline and motivation have a significant effect on employee performance. Research conducted by Chandra, *et al* (2017), Trisnowati (2013), and Setiawan (2013) and Setiawan (2013). The results showed that motivation has a significant effect on employee performance. Based on research conducted by Zebua (2018) and Junus, *et al* (2017), the results show that discipline and motivation together with a significant effect on employee performance. Thus, hypotheses tested in this study are:

H1: Discipline has a significant effect on employee performance.

H2: Motivation has a significant effect on employee performance

H3: Discipline and motivation have a significant effect on employee performance

H4: Discipline has a dominant effect on employee performance

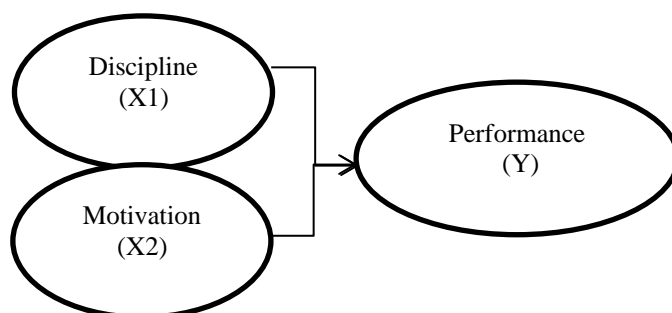


Figure 1. Research framework

RESEARCH METHOD

This type of research is survey research, which is research that takes a sample from a population and uses a questionnaire as a data collection tool. This research was conducted in the city of Malang, East Java at the company Perum Perhutani PHW IV Malang. The population in this study were all employees of Perum Perhutani PHW IV Malang, totaling 33 people. The sampling technique in this study was total sampling. The sample is all employees of Perum Perhutani PHW IV Malang, totaling 33 employees. There are two variables in this study, namely the independent variable and the dependent variable. The variables in this study were divided into three, namely: Performance indicators (Mangkunegara, 2011) namely, quantity, quality, and timeliness. Discipline indicators (Dharma, 2003), namely employee attendance, the accuracy of working hours, adherence to regulations. And motivational indicators (McClelland, 2009), namely the need for achievement, the need for power, the need for affiliation. The data collection technique in this research is using a questionnaire. The data measurement technique in this study uses a Likert scale, which is to facilitates the measurement and processing of data in this study. The data analysis techniques used in this study were scale ranges, classical assumption tests, and multiple linear regression analysis.

RESULTS AND DISCUSSION

The results of the validity test of the discipline, motivation, and performance describe as follows:

Table 1. Validity test

Variable	Item	R Count	Information
Discipline	X1.1	0.743	Valid
	X1.2	0.499	Valid
	X1.3	0.743	Valid
	X1.4	0.585	Valid
	X1.5	0.673	Valid
	X1.6	0.762	Valid
Motivation	X2.1	0.629	Valid
	X2.2	0.853	Valid
	X2.3	0.934	Valid
	X2.4	0.836	Valid
	X2.5	0.816	Valid
	X2.6	0.533	Valid
Performance	Y1.1	0.798	Valid
	Y1.2	0.805	Valid
	Y1.3	0.669	Valid
	Y1.4	0.702	Valid
	Y1.5	0.900	Valid
	Y1.6	0.674	Valid

The results of the validity test above show that each research indicator is the variable of discipline, motivation, and employee performance has a calculated r-value greater than the r table. This result can be concluded if the item in the question used is valid. Based on the reliability test results below, it shows that Cronbach's Alpha is above 0.60. So it can be concluded that the indicators in this study are reliable

Table 2. Reliability Test

Variable	Cronbach's Alpha	Note
Discipline	0.689	Reliable
Motivation	0.682	Reliable
Performance	0.853	Reliable

Table 3. Normality Test

Respondent (N)	Sig.	Note
33	0,200	Normal

The results of the normality test in the table above show the Sig value greater than 0.05, which is equal to 0.200, so the data in this study are normally distributed.

Table 4. Auto Correlation Test

DI	4-dl	Du	4-du	DW	Interpretation
1,321	2,679	1,577	2,423	1.824	No auto corellation

The results of the autocorrelation test in the table above show that the Durbin Watson value of the test results is between $du < dw < 4-du$ ($1.577 < 1,824 < 2,423$), so it can be concluded that there is no autocorrelation in the regression model that is formed.

Table 5. Multicollinearity Test

Model	Tolerance	VIF	Interpretation
Discipline	2,423	1.824	No multicollinearity
Motivation	0.729	1.372	No multicollinearity

Based on the multicollinearity test results, it is known that the Tolerance value of the discipline variable (X1) and motivation (X2) is $0.729 > 0.10$, so it can be concluded that multicollinearity does not occur. The VIF value of the discipline variable (X1) and motivation (X2) is $1.372 < 10.00$ aka. It can be concluded that there is no multicollinearity in the discipline, motivation, and performance variables.

Table 6. T-test

Model		Coefficients				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	8.060	3.408		2.365	.025
	Discipline (X1)	.600	.152	.607	3.961	.000
	Motivation (X2)	.122	.124	.151	.984	.333

Based on the results of the t-test table, there is a significant effect of the discipline variable on employee performance at Perum Perhutani PHW IV Malang. From these results, it can be said that the first hypothesis is accepted, which states that there is a significant influence between discipline on employee performance at Perum Perhutani PHW IV Malang.

Table 7. F-test

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	135.031	2	67.516	14.215	.000b
Residual	142.484	30	4.749		
Total	277.515	32			

From the results of the F test, it is obtained that the F count is 14.215 with a significance level of 0.000. The F table is obtained by looking at the F table value, which is a value of 3.30 which is greater than the calculated F. This accepts the hypothesis proposed in the study, namely that there is a simultaneous

influence between discipline and motivation on the performance of employees of Perum Perhutani PHW IV Malang.

High discipline in the company, these results indicate that employees always enter and leave the office according to the set office hours, and are never absent on workdays. Also, a high level of discipline is seen from the accuracy of employee's working hours in carrying out their duties and responsibilities according to the predetermined time and completing their work on time. The level of employee discipline is also seen from the obedience of employees to company regulations, seeing from the results of the high range of employee discipline scales of Perum Perhutani PHW IV Malang, it can be concluded that employees have obeyed the established regulations.

Motivation at the company is high, this result proves that employees have felt compelled to perform better, with the encouragement of the need for employee power has been fulfilled by motivating by the company to occupy a better position, seen from the employee's work performance, and The company has provided opportunities for employees to participate in determining the goals to be achieved. Besides, another factor that employees feel motivated is seen from the relationship between employees and co-workers in the company who support each other, because this means that employees can work better.

Based on the results of the analysis, there is a significant influence of discipline on employee performance, so if the discipline is higher, the employee's performance is also high. This study proves that disciplinary behavior has an important role in improving employee performance, a disciplined attitude must be possessed by an employee who wants to achieve his best performance. This is related to the theory put forward by (Mangkunegara and Waris, 2015) that work discipline can be in the form of working on time, including obedience in carrying out their duties, attendance, and besides that discipline can also be assessed from employees who obey the established company regulations. . The results of this study reinforce previous research conducted by Sibarani (2018) and Johannes, et al (2016), and Sari, et al (2017) which state that discipline has a significant effect on employee performance.

Based on the results of the analysis, partially motivation does not have a significant effect on employee performance. In this case, it means that even though employees have high work motivation, this has little effect on improving employee performance, this is also seen from the characteristics of respondents based on length of work, that the majority of employees who work at the company have an average of more than 20 years. employees feel they have a better experience, so employees will continue to work according to standards even though the company does not provide motivation, and employees work to make ends meet. The results of this study reinforce previous research stated by Luhur, Raden (2014) which states that motivation does not have a significant effect. And these results contradict previous research conducted by Chandra, et al (2017), Trisnowati (2013), and Setiawan (2013), which showed that motivation has a significant effect on employee performance and motivation which can improve employee performance.

Based on the simultaneous test results (F test), it is known that there is a simultaneous influence of discipline and motivation on employee performance at Perum Perhutani PHW IV Malang. This shows that the performance of employees in the company has a relationship (influence) where an employee will be motivated to carry out his job if accompanied by discipline to do a job. These results reinforce previous research conducted by Worang, et al. (2019), Zebua (2018) and Junus, et al. (2017) which show that discipline and motivation together have a significant effect on employee performance. Based on the results of the analysis, it can be seen that discipline makes the biggest contribution to

employee performance. This means that the disciplinary behavior possessed by each employee at Perum Perhutani PHW IV Malang gives a greater influence in efforts to improve performance. Getting higher

CONCLUSION

Discipline in the company falls into the criteria of high, high motivation, and very high performance. Discipline has a significant effect on employee performance. Motivation does not have a significant effect on employee performance. Discipline and motivation have a simultaneous effect on employee performance. Discipline provides the greatest contribution to employee performance. It is better to pay attention to the work motivation and work discipline of employees if you want to increase employee performance levels, and leaders must impose more strict sanctions for employees to be more fully responsible for the work they do so that high discipline is created. Based on the phenomenon, there are problems with employee discipline seen from the low punctuality of the employees and employees who are not obedient to the rules. Therefore, companies need to pay attention to the work discipline of each employee in employee work discipline that will improve employee performance. This is also caused by mistakes in employees who have a sense of discipline, and the company is not enough to motivate so that it has an impact on employee performance decline. The company provides awards with awards for employees who have good work performance by offering better positions.

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