

The Effect of Work Motivation and Discipline on the Performance of Contract Employees at PT. Astra International Palembang

Muhammad Iqbal Ramadhan¹⁾, Susi Handayani²⁾, Meilin Veronica³⁾

1),2),3) Universitas Indo Global Mandiri, Palembang, Indonesia

*Email: muhammadiqbalramadhan896@gmail.com¹⁾,
susihandayani25@yahoo.co.id²⁾, meilin.veronica@uigm.ac.id³⁾*

Abstract

This study aims to determine the effect of motivation and work discipline on employee performance at PT. Astra International Tbk plaju palembang. This type of research was quantitative research. The analysis in this research utilized Multiple Linear Regression analysis. The results of this study indicate that there is a significant influence of motivation and work discipline on the performance of contract employees at PT. Astra International Tbk Plaju Palembang. The results of this study are expected to provide benefits for companies to evaluate the performance of contract employees through increasing motivation and work discipline.

Keywords: motivation, work discipline, employee performance

1. Introduction

Human resources are the main element of the organization compared to other resource elements such as capital, technology, because humans themselves control other factors. Human resources are one very important factor that must be managed properly to increase the effectiveness and efficiency of an organization or company. Therefore, human resource management is a program of activities to obtain human resources, develop and maintain to support the organization achieve its goals. According to Mangkunegara (2013) Human Resources are a very important thing and must be possessed in an effort to achieve organizational or company goals.

PT Astra International Tbk is a company engaged in the sale of Toyota cars for the Palembang area and its surroundings. This company is a public company that has become a holding company for several subsidiaries, including PT Toyota Astra Motor, PT Astra Daihatsu Motor, PT Astra Honda Motor. , PT Astra Argo Lestari, PT Astra Otoparts and others. PT Astra International Tbk Plaju Palembang stands at Jalan Ahmad Yani, No. 5502, 9 Ulu Village, Sebrang Ulu I District, Palembang City, South Sumatra.

Work motivation of contract employees of PT. Astra International is currently said to be low because employees in the sales department feel insecure in carrying out work activities and even employees working in the sales department have little hope of being appointed as permanent employees, because the work system for employees in the sales department is generally a contract, so employees become less enthusiastic to work because there is no guarantee that the status will increase.

Besides the problem of motivation, there are other problems, namely work discipline. Work discipline of employees of PT. Astra International Tbk Plaju Palembang in the past 5 years has

experienced a decline where the decline can be seen from the results of employee attendance recap in the table below

Table 1. Absenteeism Level of Contract Employees at PT.Astra International Plaju Palembang

Year	Number of employees	Working days	Presence	Absence Level (%)
2016	110	317	96	2,5%
2017	116	317	105	3,0%
2018	116	317	89	3,4%
2019	116	317	110	4.2%
2020	116	317	92	3,5%

Source: PT. Astra International Plaju Palembang, 2021.

Many employees violate the rules and regulations in force, such as skipping work during working hours, and lack of supervision of contract employees. If the supervision is not good it is proven that there are still 3 to 4 people every week who are late for work. As well as the sanctions given to employees who violate the rules still do not have a deterrent effect on employees, if the sanctions given are more severe, employees will certainly feel afraid to violate company rules.

In addition, based on the results of observing the performance of Sales employees at PT Astra International Tbk Plaju Palembang, there are currently indications of experiencing problems, namely the level of sales generated by employees is not able to reach the targets set by the company which can be seen from the following table:

Table 2. Sales Level of PT.Astra International Plaju Palembang Toyota Cars

Year	Targets (Units)	Realization (Unit)	Achievement (%)
2016	240	171	71,25%
2017	240	184	76,67%
2018	240	159	66,25%
2019	240	162	67,50%
2020	240	159	66,25%

Based on Table 2 , it can be seen that in terms of quantity, employees are unable to produce sales in accordance with the sales targets set by PT. Astra International Tbk Plaju Palembang in the last 5 years (2016-2020) has not been achieved, as the target set by the company for each year is 240 units of car sales, but in the last 5 years the realization achieved is still below 80% and can be said to be very far of the target of 100% (240 units).

Even in terms of the quality of work, it is still at a sub-optimal level, because considering the number of employees working at PT. Astra International Tbk Plaju Palembang has 116 people, so it should achieve the annual target (240 units) if sales employees have quality work. In addition, the utilization of work time by employees is still not optimal, because employees who do marketing and sales in the field very often waste their working time by reason of being confused in finding buyers.

Based on the phenomena that have been stated, the authors are interested in conducting research

entitled "The Influence of Work Motivation and Discipline on the Performance of Contract Employees of PT. Astra International Tbk, Plaju Palembang"

2. Literature Review

2.1. Work Motivation

According to Wibowo (2014: 323) motivation is the impetus for a series of processes of human behavior in achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose. Edy Sutrisno (2014: 110) motivation questions how to encourage subordinates' work passion, so that they want to work hard by providing all abilities and skills to realize company goals.

According to Hasibuan (2006: 146) there are several motivational goals, namely:

1. To increase employee morale and job satisfaction.
2. To increase employee productivity
3. To improve employee discipline.
4. To improve the atmosphere and good working relationship.
5. To improve employee welfare.
6. To increase employees' sense of responsibility towards their duties.
7. To improve the efficiency of the use of tools and raw materials.

According to Edy Sutrisno (2014: 837) the factors that influence motivation are divided into two factors, namely internal and external factors originating from employees.

The most well-known theory of motivation is Abraham Maslow's hierarchy of needs. The hypothesis says that within all human beings there are five levels of needs (Maslow, in Robbins 2006) which are indicators, namely:

1. Physiological: including hunger, thirst, protection (clothing and housing), sex, and other physical needs.
2. Security: including safety and protection against physical and emotional losses,
3. Social: includes affection, belonging, well-received, and friendship.
4. Reward: includes self-respect factors such as self-esteem, autonomy and achievement, status recognition and attention.
5. Self-actualization: the drive to become someone according to one's ambitions which includes growth, achievement, potential, and self-fulfillment.

2.2 Work Discipline

Edy Sutrisno (2017: 87) discipline is an attitude of respect for company rules and regulations, which exists in employees that causes them to adapt voluntarily to company rules and regulations,

Malayu S.P Hasibuan (2018: 193) states that work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. Discipline must be upheld in a company organization. Discipline must be upheld in a company organization.

According to Malayu S.P Hasibuan (2018: 194) says that the indicators of employee discipline

include the following:

1. Goals and Capabilities, influencing the level of employee discipline in carrying out their work.
2. Exemplary leadership, plays a very important role in determining employee discipline because leaders serve as role models and role models.
3. Remuneration (salary and welfare), also influences employee discipline because remuneration will give satisfaction.
4. Fairness, encouraging the realization of employee discipline due to ego and human nature.
5. Waskat (Inherent Supervision), is the real and most effective action in realizing employee discipline because if the waskat is tightened then employees will comply more with the rules in the company.
6. Penal sanctions, play an important role in maintaining employee discipline with increasingly severe sanctions, employees will be more afraid to break the rules.
7. Firmness, will affect the discipline of company employees.
8. Human relations, harmonious relations among fellow employees contribute to good discipline in a company.

According to Rivai (2010: 67) suggests that there are several indicators of work discipline as follows:

1. Attendance, to measure employee discipline, usually employees who have low work discipline are used to arriving late.
2. Compliance with work regulations, employees who comply with work regulations always follow work guidelines and will not neglect work procedures set by the company.
3. Adherence to work standards, this can be seen through the amount of responsibility employees have for the tasks entrusted to them.
4. High level of vigilance, employees who have high vigilance will always be careful, full of calculation and thoroughness in their work.

2.3 Employee Performance

According to Kasmir (2016: 182) 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 Wibowo (2014: 3) Performance is the implementation of the plans that have been prepared. Work implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization values and treats its human resources will influence its attitude and behavior in carrying out its performance.

According to Kasmir (2016: 208) to measure employee performance several indicators regarding performance criteria can be used, namely:

1. Quality (Quality), is a level where the process or result of completing an activity approaches the point of perfection.
2. Quantity (Amount), can be seen to measure the performance of a person. Achievement of the expected quantity is the amount in accordance with the target that has been set.

3. Period of time, is where the activity can be completed or a production result can be achieved with a predetermined time limit.
4. Emphasis on costs, the costs incurred for each activity of the company have been budgeted before the activity is carried out, which means that the predetermined costs are used as a reference so that they do not exceed what has been budgeted.
5. Supervision, by supervising employees will feel more responsible for their work and if deviations occur it will make it easier to make corrections and make improvements as soon as possible.
6. Relations between employees, in this relationship is measured whether an employee is able to develop feelings of mutual respect among fellow employees

3. Research Method

This study uses multiple linear regression analysis method which is useful for knowing how much work motivation (X1) and work discipline (X2) affect the performance of contract employees (Y) PT. Astra International Tbk Plaju Palembang. Data collection techniques in this study used data collection methods in the form of questionnaires and documentation. The questionnaire in this study contains written statements originating from various indicators developed from each research variable. According to Sugiyono (2016) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all contract sales employees of PT. Astra International Tbk Plaju Palembang, totaling 116 employees. Sugiyono suggested a very practical way of determining sample size, namely with the Isaac and Michael tables and in this way no need to do complicated calculations. This study uses an error rate of 10% if the total population is 116 then the sample taken is 54 respondents.

4. Findings and Discussions

To support the analysis of the influence of motivation and work discipline on the performance of contract employees, data were collected including work motivation and discipline and internal performance by distributing questionnaires to 54 employees. The data obtained can be seen in the table above and in the attachment. In data analysis we need a line equation based on a mathematical formula that shows the relationship between known variables and unknown variables. Variables that are known are called independent variables or those that influence them, while unknown variables are called dependent variables or variables that are influenced. The influencing variable is called the X variable and the affected variable is called the Y variable. To determine the influence between these variables in this study, multiple linear regression tools were used. Regression shows the relationship between one variable and another variable where one variable affects another variable. The multiple linear regression formula:

So that the results obtained are directed, the authors use the help of the SPSS program with multiple linear regression equations:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

a = Constant

b1 = Regression coefficient of work motivation variable

X1 = work motivation

b2 = Regression coefficient of work discipline variable

X2 = work discipline

e = error of term

Based on the results of data processing carried out with the SPSS version 23 computer program, the results of multiple linear regression are obtained as follows:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	2.071	.949		2.183	.034
Work motivation	.406	.157	.442	2.586	.013
Work discipline	.515	.174	.506	2.959	.005

a. Dependent Variable: employee performance

Based on the table of multiple linear regression test results obtained the influence of motivation and work discipline variables on the performance of contract employees at PT. Astra International Tbk Plaju Palembang can be described with the following equation:

$$Y = 2.071 + 0.406X_1 + 0.515X_2 + e$$

The model above shows that:

1. A constant value of 0.071 (positive) indicates that if the value of work motivation and discipline is 0, then the performance of contract employees at PT. Astra International Plaju Palembang remains positive.
2. The value of the motivational regression coefficient of 0.406 (positive) indicates that if there is an increase or decrease in motivation, the performance of contract employees at PT. Astra International Tbk Plaju Palembang will increase or decrease with the assumption of permanent work discipline.
3. The work discipline regression coefficient value is 0.515 (positive) indicating that if there is an increase or decrease in work discipline, the performance at PT. Astra International Tbk Plaju Palembang will increase or decrease with the assumption of constant motivation.

References

- Hasibuan, Malayu SP. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia*. Jakarta : Grafindo
- Mangkunegara, Anwar Prabu. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya
- Maslow, Abraham. (2010). *Motivation and Personality*. Jakarta: Rajawali
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet
- Sutrisno, Edy. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media

Group

Wibowo.(2014). *Manajemen Kinerja*. Edisi keempat. Jakarta: Rajawali Pers