

The Influence of Work Discipline and Work Motivation on Employee Performance at PT Ketapang Subur Lestari

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Abstract

This study aims to examine the effect of work discipline and work motivation on employee performance at PT Ketapang Subur Lestari. In this study the data was obtained by distributing questionnaires to 40 employee respondents at PT Ketapang Subur Lestari. The approach in this study is quantitative research used to determine the effect of work discipline and work motivation on employee performance at PT Ketapang Subur Lestari. The data collection technique used is purposive sampling technique based on certain criteria so that 40 employees who meet the criteria are obtained. The research data collection method is using a questionnaire, and the results are analyzed using SPSS. The results of this study indicate that work discipline has a t value of 2.432 greater than t table 2.026 and a significant value of $0.020 < 0.05$, which means that it shows that the work discipline variable has a partially significant positive effect on employee performance is accepted. For work motivation variables, the t value is 4.707 greater than the t table 2.026 and a significant value of $0.000 < 0.05$, which means it shows that work discipline variables have a partially significant positive effect on employee performance is accepted. Then the calculated f value is 15.222 with a significance of $0.000 < 0.05$, which means it shows that the work discipline and work motivation variables have a significant positive effect simultaneously on employee performance.

Keywords: Work Discipline, Work Motivation and Employee Performance

1. Introduction

Human is one of the resources that is considered as a determining factor in the success or failure of a company. Companies are required to be able to manage or manage their human resources with the aim of achieving company growth and progress. Therefore, progress for an organization can be measured by the welfare and quality of employees who play a role in the organization. To improve employee performance, organizations need human resources with skills and abilities that are in accordance with the vision and mission of an organization.

According to (Kasmir, 2016) states that human resource management is the process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health, and maintaining industrial relations until termination of employment to achieve company goals and improve stakeholder welfare. Every organization always hopes to have human resources who can work effectively and efficiently to achieve company goals. The objectives in the organization are based on various visions for the benefit of humans and in carrying out its mission are managed and taken care of by humans. So, human resources are the driving factor and determine the direction of the development of an organization in achieving success or organizational goals.

Employees are the main asset for the company, where employees are active parties in every activity of an organization. Every company strives to improve and develop the company, one of which is by assessing employee performance. Performance is the result of the employee's work process so that it can be measured and assessed through company standards. According to (Mangkunegara, 2017) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to (Hasibuan, 2016) states that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, he will obey or do all his duties properly, not under duress. Meanwhile, what is meant by willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not. According to Sutrisno (2016) in Nurjaya (2021) states that employee discipline is the behavior of a person with existing regulations, work procedures or discipline is an attitude, behavior, and actions that are in accordance with the rules of the organization, both written and unwritten.

Work discipline greatly affects employee performance because it helps employees comply with various rules and norms that aim to prevent errors that may occur. With the rules and policies that exist in the company as well as the sanctions imposed, it is expected to increase employee discipline to achieve performance in accordance with company goals. In addition to work discipline, a factor that can affect performance is work motivation. Maslow (1943) in Hasibuan (2016) put forward a theory of motivation called Maslow's need Hierarchy Theory/Theory of Human Motivation or Maslow's Hierarchy of Needs Theory. Maslow's Hierarchy of Needs was inspired by Elton Mayo's Human Science Theory. Maslow argues that the needs that a person wants are tiered. That is, if the first need has been fulfilled, the second level of needs will appear to be the main one. Furthermore, if the second level of needs has been fulfilled, the third level of needs will appear and so on until the fifth level of needs. Based on this definition, it can be concluded that work motivation is a deliberate condition to encourage someone to do something in accordance with organizational goals and to meet their needs.

According to Afandi (2018) in Nurjaya (2021) motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and sincerity so that the results of the activities he does get good and quality results. A good employee will certainly remain motivated and contribute to achieving company success. The higher the motivation given in achieving company improvement, the employee work performance will also increase in the company. In doing their work, employees are required to have an obedient attitude towards the rules set by the company. To regulate the discipline of PT Ketapang Subur Lestari has rules that must be obeyed by employees, namely before work starts, a briefing will be held first for employees. The provisions for working hours that have been arranged are for general employees (not field workers) starting from Monday-Saturday and for working hours starting at 07:00 WIB-16:00 WIB, for rest hours starting at 12:00 WIB and re-entering at 14:00 WIB, and specifically for Saturday going home at 12:00

WIB. Then for field employee working hours starting from Monday-Saturday and for working hours starting at 05:00 WIB-14:00 WIB, for rest hours determined by the employee but still only given 1 hour, and specifically for Friday go home at 12:00 WIB. With the working hours that have been set, sometimes there are still some employees who lack discipline towards time.

For employees who violate the rules in the form of being late for work will get a reprimand given by management. An example of a reprimand given in the form of a verbal warning delivered directly to the employee, but when the employee commits another violation, the company management will give a Warning Letter (SP), and if he has received a Reprimand Letter for the 3rd time, the sanction of termination of employment will be carried out. In general, companies provide written evaluations or warning letters to employees whose purpose is for employees to improve themselves and their behavior at work. This is done to provide a deterrent effect to employees who violate these rules and prevent other employees from violating similar regulations. Without real sanctions given by the company, employee discipline can decrease.

At PT. Ketapang Subur Lestari, employee attendance presences use a fingerprint system, from the results of these presences there are still some employees who do not comply with work discipline, namely arriving late. From this late work, the impact on the company is that the yield is reduced from the specified target and coordination in the field will be problematic in dividing the work area. Work that is not completed on time will certainly harm the company because it is not in accordance with the goals expected by the company. From the pre-survey conducted on the attendance data of PT. Ketapang Subur Lestari employees, where the attendance results show that the average employee does not do fingerprint attendance more than 10 times in one month. Then in the attendance data there are employees who have not been absent for one month because they have quit / resigned but are still recorded in the fingerprint attendance.

Apart from work discipline, work motivation is also one of the factors that affect employee performance. At PT. Ketapang Subur Lestari, there are several work motivations given to employees, such as if you work diligently, you will be given financial rewards in the form of premium benefits (beyond the base) and non-financial rewards such as career paths, for example from daily employees will be appointed as permanent employees. With the work motivation provided in accordance with employee expectations, it allows employees to fully concentrate on their work so that employee performance increases.

Based on the explanation above, this research focused on three hypotheses, which are work discipline partially affect employee performance of PT. Ketapang Subur Lestari, work motivation partially affects the performance of employees of PT. Ketapang Subur Lestari, and work discipline and work motivation simultaneously affect the performance of employees of PT. Ketapang Subur Lestari.

2. Literature Review

According to Hamali (2019) in Prasetyo et al (2019) states that discipline is a respectful attitude towards company rules and regulations, which exists within employees, which causes

employees to adjust voluntarily to company rules and regulations. According to Rivai et al (2013) in Nurcahya et al (2018) state that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behaviour and to increase awareness as well as a person's willingness to obey all the rules and social norms that apply in a company. Work discipline has an important influence on employee performance because it can help employees comply with various rules and norms to prevent errors that will occur. With the creation of good discipline from each employee, it will make it easier for the company to achieve the planned goals. According to Mangkunegara (2017) there are two types of work discipline, namely:

1. Preventive Discipline - Preventive discipline is an effort to encourage employees to follow and comply with work guidelines, rules that have been outlined by the company. With this discipline, it is hoped that employees can maintain themselves so as not to violate the rules set by the company.
2. Corrective Discipline - Corrective discipline is an effort to move employees to unite a rule and direct them to comply with the rules in accordance with the guidelines that apply to the company. In corrective discipline, employees who violate work discipline need to be given sanctions in accordance with applicable regulations. The purpose of sanctions is to correct violating employees, maintain applicable regulations, and teach lessons to violators. Employees are required to always comply with company regulations, if there is a violation of discipline committed by employees, corrective activities will be given which are usually in the form of punishment and disciplinary action. For example, a warning.

According to Sutrisno (2017) there are four indicators of work discipline, namely: Obey the rules of time. Judging from the hours of entry to work, hours of return and rest hours that are on time in accordance with the rules that apply in the company. Obeying company regulations. Basic rules on how to dress and behave at work. Obeying the rules of behaviour at work. Demonstrated by ways of performing work in accordance with one's position, duties, and responsibilities as well as how one relates to other work units. Complying with other rules in the company. Rules about what employees can and cannot do in the company.

The second independent variable is Work Motivation. According to Afandi (2018) in Nurjaya (2021), motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and sincerity. Maslow (1943) in Hasibuan (2016) put forward a theory of motivation called Maslow's need Hierarchy Theory/Theory of Human Motivation or Maslow's Hierarchy of Needs Theory. Maslow's Hierarchy of Needs was inspired by Elton Mayo's Human Science Theory. Hierarchy of Needs follows the plural theory that a person behaves / works, because of the urge to fulfil various needs. Maslow argues that the needs that a person wants are tiered. That is, if the first need has been fulfilled, the second level of needs will appear to be the main one. Furthermore, if the second level of needs has been fulfilled, the third level of needs appears and so on until the fifth level of needs. The objectives of motivation in Hasibuan (2016) include the following:

1. Increase employee morale and job satisfaction.
2. Increase employee work productivity.
3. Maintaining the stability of company employees
4. Improve employee discipline.
5. Streamline employee procurement.
6. Creating a good working atmosphere and relationship
7. Increase employee loyalty, creativity, and participation.
8. Increase the level of employee welfare.
9. Increase employees' sense of responsibility for their duties.
10. Increase the efficiency of the use of tools and raw materials.

According to Maslow in Erri et al (2018), several indicators of motivation are as follows:

1. Physiological needs - Fulfillment of daily needs and good facilities
2. Security needs - The availability of health insurance from the company and the company can guarantee a sense of security to employees.
3. Social needs - Fostering compact teamwork with employee gatherings and providing good supervision to all employees.
4. Appreciation needs - Giving certificates of appreciation to the best employees and getting bonus money awards to employees who do a good job.
5. Self-actualization needs - Employees are given the opportunity to develop skills to get a higher position.

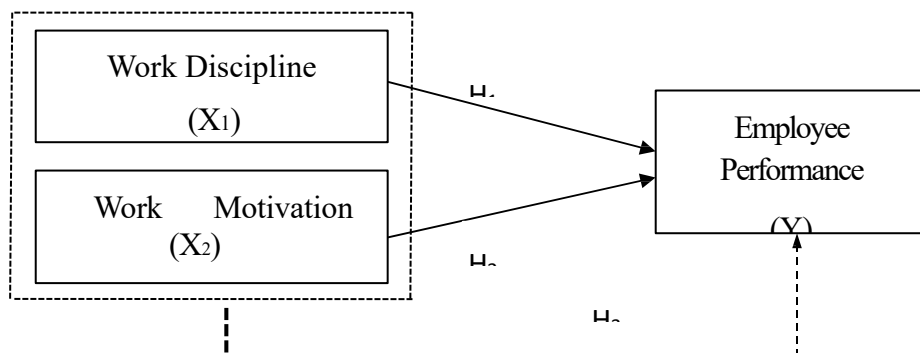
The dependent variable is Employee Performance. According to Sinambela (2012) in Nurcahya et al (2018) suggests that employee performance is defined as the ability of employees to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him. Employee performance can be assessed by the extent to which they successfully carry out their duties or responsibilities in doing the work they have been assigned.

Their responsibilities in doing the work they have been given. Indicators for measuring employee performance according to Mangkunegara (2017) are:

1. Work quality is the quality that must be produced in work.
2. Work quantity is the amount that must be completed and achieved in work.
3. Work reliability is whether employees can follow instructions, have initiative, are careful and diligent in their work.
4. Work attitude that has towards the company, other employees and work and cooperation.

This study was conducted to determine the effect between work discipline and work motivation on employee performance. Performance greatly affects the quality of a company, because determining the level of success of operations carried out by the human resources of a company from one period to the next depends on employee performance. Work discipline and work motivation are important elements in a company, because with work discipline and work motivation can influence performance for employees and to ensure the maintenance of order and smoothness of employees at work. Based on the description, a conceptual framework can be developed as follows:

Figure 1. Conceptual Framework (Reference: Researcher's own data)



Notes:

Simultaneous influence: - - - - ->

Partial influence: ———>

3. Research Method

This research is a descriptive design with a quantitative approach. The data sources used in this study are primary data and secondary data. Primary data in this study were obtained directly from respondents (employees of PT. Ketapang Subur Lestari) who were collected through interviews and questionnaires. Secondary data is a data source that does not directly provide data to data collectors, for example through other people or documents. Secondary data in this study were obtained from documents containing a recapitulation of company and employee data that had been processed by the company and obtained from the HRD of PT. Ketapang Subur Lestari. The population in this study were all field employees of PT. Ketapang Subur Lestari, totalling 85 people. This purposive sampling technique is included in non-probability sampling where in this sampling technique does not provide equal opportunities / opportunities for each population. The criteria set as a sample are employees who work in the field only (not office employees). Based on the population above, the sample in this study was taken from several employees who worked in the field at PT. Ketapang Subur Lestari, totalling 40 people.

In this study, the procedures used to retrieve and collect data are as follows:

1. Questionnaire - The questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Sugiyono, 2018). Data

collection is done by asking questions in writing to employees of PT. Ketapang Subur Lestari to obtain the primary data needed in preparing this thesis proposal. As for this study, the researcher asked several questions and gave five answer options to employees of PT. Ketapang Subur Lestari, using a measurement scale of 1 to 5. In this study to assess responses from respondents, researchers used a Likert scale to calculate the weight of each question. The results of these values will be used as research variables.

2. Observation - Observation is a data collection technique that is carried out through observation and accompanied by notes on the situation or behavior under study. In this case the author makes observations regarding the effect of work discipline on employee performance at PT. Ketapang Subur Lestari.
3. Interview - Interview is a data collection process by asking questions directly by the interviewer/data collector to the respondent, and then the respondent's answers are recorded/recorded. In this study, the data analysis technique used is Multiple Linear Regression Analysis supported by computer software, namely using the SPSS program.

4. Finding and Discussion

In terms of employee discipline, at PT. Ketapang Subur Lestari employee attendance presences use a fingerprint system, from the results of these presences there are still some employees who do not comply with work discipline, namely arriving late so that it has an impact on employee work results. The form of work discipline that exists at PT. Ketapang Subur Lestari, if employees are late for work, they will be given a Warning Letter so that employees do not repeat the same mistakes in terms of work discipline. And in terms of work motivation, at PT. Ketapang Subur Lestari, the form of work motivation given to employees is such as if diligent work will be given financial rewards in the form of premium benefits (exceeding the base) as well as non-financial rewards such as career paths, for example from daily employees will be appointed as permanent employees.

Based on the results of research on the Effect of Work Discipline and Work Motivation on Performance using 40 respondents who are employees at PT. Ketapang Subur Lestari. The age that has the largest number of respondents in this study is the range of 21-30 years by 37.5%, with male gender, which is 90% of all employees, and is dominated by respondents who have a working period of 1-5 years by 85% of all employees.

Table 1. Respondents Age

No	Age	Frequency	Percentage (%)
1.	21 – 30 years	15	37,5
2.	31 – 40 years	14	35,0
3.	41 – 50 years	10	25,0
4.	> 50 years	1	2,5
	TOTAL	40	100,0

Table 2. Respondents Genders

No	Gender	Frequency	Percentage (%)
1.	Male	36	90,0
2.	Female	4	10,0
	TOTAL	40	100,0

Table 3. Respondents Work Duration

No	Work Duration	Frequency	Percentage (%)
1	1-5 years	34	85,0%
2	6-10 years	6	15,0%
	TOTAL	40	100,0

From the research results, the work discipline questionnaire has an average total value of 4.07 of all the number of statements which shows that the respondents on average agree with the statements in the questionnaire and the work motivation questionnaire which has an average total value of 4.22 and employee performance has an average total value of 4.22 of all the number of statements which means that the respondents on average agree with the statements in the questionnaire about employee performance.

The following is a statement of the questionnaire indicator with the highest percentage:

1. Work Discipline (X1)

- The first indicator, obeying time rules. Respondents on average chose to agree on all statements 1-3 with the highest percentage, namely in statements 2 and 3 by 95%. So, it can be concluded that respondents agree with the highest percentage in the second statement, namely being able to complete the work given in accordance with the time and the third statement, namely not procrastinating work.

- b. The second indicator, obeying company regulations. Respondents on average chose to agree on all statements 4-7 with the highest percentage, namely in statements 5 and 6 of 92.5%. So, it can be concluded that respondents agree with the highest percentage in the fifth statement, namely being careful in using office facilities and the sixth statement, namely dressing according to company rules.
- c. The third indicator, obeying the rules of behavior at work. Respondents on average chose to agree on all statements 8-11 with the highest percentage, namely in statements 10 and 11 of 92.5%. So, it can be concluded that respondents agree with the highest percentage in the tenth statement, namely communicating well with other employees and the eleventh statement, namely believing that there is no arbitrary treatment from superiors to subordinates.
- d. The fourth indicator, obeying other company regulations. Respondents on average chose to agree on all statements 12-13 with the same percentage of 95%. So, it can be concluded that respondents agree with the twelfth statement, namely believing that the company provides good clarity about what not to do in the company and the thirteenth statement, namely believing that the company does not provide regulations that can harm the company.

2. Work Motivation (X2)

- a. The first indicator, physiological needs. Respondents on average chose to agree on all statements 1-4 with the highest percentage, namely in statement 4 of 77.5%. So, it can be concluded that respondents agree with the highest percentage in the fourth statement, namely the bonuses and incentives received from the company are fair.
- b. The second indicator, the need for security. Respondents on average chose to agree on all 5-6 statements with the same percentage of 77.5%. So, it can be concluded that the respondents agreed with the fifth statement, namely the equipment and work equipment in the company are safe and adequate for use and the sixth statement, namely work safety in the company has been well considered.
- c. The third indicator, social needs. Respondents on average chose to agree on all statements 7-9 with the highest percentage, namely in statements 7 and 8 by 80%. So, it can be concluded that the respondents agreed with the highest percentage in the seventh statement, namely being able to socialize well with fellow colleagues in the company environment and the eighth statement, namely feeling happy when their dedication while working for the company is recognized by superiors.
- d. The fourth indicator, the need for appreciation. Respondents on average chose to agree on all statements 10-11 with the same percentage of 72.5%. So, it can be concluded that the respondents agreed with the tenth statement, namely that the boss gave an award if I was able to complete the work properly and on time and the eleventh statement, namely so far, the company has recognized and appreciated the results of work.
- e. The fifth indicator, the need for self-actualization. Respondents on average chose to agree on all statements 12-14 with the highest percentage, namely in statement 14 of 77.5%. So, it can be concluded that respondents agree with the highest percentage in the fourteenth statement, namely working in the company makes abilities develop.

3. Employee Performance (Y)

- The first indicator, quality. Respondents on average chose to agree on all statements 1-3 with the highest percentage, namely in statement 2 of 77.5%. So, it can be concluded that respondents agree with the highest percentage in the second statement, namely being careful when working.
- The second indicator, quantity. Respondents on average chose to agree on all statements 4-6 with the highest percentage, namely in statements 4 and 5 by 80%. So, it can be concluded that respondents agree with the highest percentage in the fourth statement, namely having targets at work and the fifth statement, namely trying to achieve targets.
- The third indicator, reliability. Respondents on average chose to agree on all statements 7-10 with the highest percentage, namely in statements 7 and 8 by 80%. So, it can be concluded that respondents agree with the highest percentage in the seventh statement, namely if there is additional work, it can be done on time and the eighth statement, namely always doing work in the company.
- The fourth indicator, attitude. Respondents on average chose to agree on all statements 11-14 with the highest percentage, namely in statement 13 of 82.5%. So, it can be concluded that respondents agree with the highest percentage in the thirteenth statement, namely working with employees and superiors is not a difficult thing.

Based on the results of testing the research instruments carried out through the validity test and reliability test, it shows that the instruments used in the study are valid and reliable where in the validity test, the results of the r-count value of the Work Discipline, Work Motivation and Employee Performance variables are each greater than the r-table value (0.312). In the reliability test, the work discipline variable produces a value of 0.906 and the work motivation variable produces a value of 0.958 and the employee performance variable produces a value of 0.951, where the test results have a value greater than the Cronbach Alpha value of 0.60. So, it can be concluded that the instrument is suitable for use as a valid and reliable data collection tool.

Table 4. Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.672 ^a	0.451	0.422		3.49453

This study shows that the results of the coefficient of determination of employee performance variables can be explained by the work discipline and work motivation variables by 45.1%, while the remaining 54.9% is explained by other variables outside the research variables. From the calculation of multiple linear regression analysis, the regression coefficient value of work discipline is 0.507 with a significance of 0.020 and for work motivation, the regression coefficient value is 0.527 with a significance of 0.000, so it can be said that the work discipline and work motivation variables have a positive and significant effect partially on employee performance because the significance value of the two variables is less than 0.05.

Table 5. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.092	12.340		0.089	0.930
1 Work Discipline	0.507	0.208	0.297	2.432	0.020
Work Motivation	0.527	0.112	0.576	4.707	0.000

a. Dependent Variable: Employee Performance

Based on the results of hypothesis testing to prove the acceptance of the hypothesis, in the t test the work discipline variable has a t value of 2.432 greater than the t table of 2.026 and a significant value of 0.020 which means less than 0.05, so H1 work discipline partially affects the performance of employees of PT Ketapang Subur Lestari. Then in the t test the work motivation variable has a t value of 4.707 greater than the t table 2.026 and a significant value of 0.000 which means less than 0.05, so H2 work motivation partially affects the performance of employees of PT. Ketapang Subur Lestari.

Table 6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	371.765	2	185.883	15.222	.000 ^b
	Residual	451.835	37	12.212		
	Total	823.6	39			

The results of the calculated F value of 15.222 are greater than the F table value of 3.24 with a significance of 0.000 which means less than 0.05, so H3, namely work discipline and work motivation simultaneously affect the performance of employees of PT. Ketapang Subur Lestari.

The results of this study are in line with research conducted by Ekhsan (2019) in the title The Effect of Work Motivation and Work Discipline on Employee Performance which states that the variables of work motivation and work discipline have a significant effect on employee performance. The results of this study are also in line with other research conducted by Nurjaya (2021) which states that work discipline, work environment and work motivation have a significant influence on employee performance at PT. Hazara Cipta Pesona. The results of this study are also in line with research conducted by Arisanti et al (2019) which states that work motivation and work discipline have a significant influence on employee performance at PT. Pegadaian (Persero) Nganjuk Branch.

Based on the results of the overall research analysis, it can be concluded that there is a strong relationship between work discipline and work motivation on employee performance at PT. Ketapang Subur Lestari. From the above results, it shows that with policies regarding work discipline and work motivation that are appropriate and appropriate for employees, employee performance at PT. Ketapang Subur Lestari can increase. Good work discipline illustrates the magnitude of the employee's sense of responsibility for the work given to him, such as obeying all the rules in the company, completing the work given on time, and taking attendance when starting work and finishing work. So that the higher the employee's work discipline will improve employee performance in the company. Work motivation is one of the factors in improving employee performance, where it is a form of attention from a leader by providing opportunities for employees to develop their potential, thus the company will produce good and quality employee performance.

5. Conclusion

Based on the results of research analysis on the Effect of Work Discipline and Work Motivation on Employee Performance at PT. Ketapang Subur Lestari with 40 respondents, it can be concluded that the results of the calculation show that the correlation coefficient value is 0.672 which indicates a positive and significant effect partially and simultaneously from the work discipline and work motivation variables on employee performance.

In the hypothesis test, namely the t test, it shows that there is a partial influence of work discipline and work motivation on employee performance with a t value on the work discipline variable of 2.432 greater than the t table of 2.026 and a significance value of $0.020 < 0.05$ and on the work motivation variable obtained t count of 4.707 greater than the t table of 2.026 and a significance value of $0.000 < 0.05$.

Then in the hypothesis test, namely the F test, it shows that there is an effect of work discipline and work motivation on employee performance with an F value of 15.222 greater than the F table of 3.24 with a significance of $0.000 < 0.05$ so that it can be said that the independent variables of work discipline (X1) and work motivation (X2) simultaneously affect the dependent variable employee performance. The results of the coefficient of determination test show that the discipline and work motivation variables can explain 45.1% of the employee performance variable, while the remaining 54.9% is explained by other variables outside the variables studied.

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