The Effect of Work Discipline and Motivation on Employee Performance at PT. Pos Indonesia Pondokaren Branch

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(**Received:** December-2017; **Reviewed:** January-2018; **Accepted:** February-2018;

Avalaibel Online: February-2018; **Published:** March-2018)

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ABSTRACT

Performance is the work achieved by every employee so that they can make a positive contribution to the company. The purpose of this study was to determine the effect of work discipline and motivation on employee performance at PT. Pos Indonesia Pondok Aren Branch. The method used in this research is descriptive with an associative approach, the sampling technique used is proportional random sampling with a sample of 60 respondents. The analysis tool uses instrument testing, classical assumption testing, regression testing, determination coefficient testing and hypothesis testing. The results of the study concluded that there was a positive and significant effect both partially and simultaneously between work discipline and motivation on employee performance with a contribution of 0.546 or 54.6% while the remaining 45.4% was influenced by other factors. Hypothesis testing obtained $F_{count} > F_{table}$ (34,339 > 2,770) thus H_0 is rejected and H_3 is accepted meaning that there is a positive and significant simultaneous influence between work discipline and motivation on employee performance at PT. Pos Indonesia Pondok Aren Branch.

Keywords: Work Discipline; motivation; employee performance.

INTRODUCTION

Human Resource Management (HR) is important in achieving goals (Borst & Fallon, 2001; Singh, 2007; Wilkinson & Leifer, 2007). Generally, company leaders expect good performance from each employee in carrying out the tasks given by the company. The company realizes that Human Resources (HR) is the basic capital in the process of developing companies and even nationally, therefore the quality of HR must always be developed and directed so that the goals set by the company are achieved (Hasibuan, 2011; Mangkunegara, 2003; Marchington Mick & Wilkinson Adrian, 2012; Thomas, 1988)

Good discipline reflects the magnitude of one's sense of responsibility for the tasks assigned to him (Sunarsi, 2016, 2017). this encourages workplace passion, enthusiasm for work and the realization of companies, employees and the community (Kallman & Dini, 2017; Pacione, 2015; Schrift, 2013; Wairooy, 2017). Therefore, every manager always tries so that his

subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates have good discipline (Nimpuno, 2015; Rommy Beno Rumondor, Altje Tumbel, 2016). To maintain and improve good discipline is difficult. Because many factors affect it.

PT Pos Indonesia is currently one of the business-oriented companies serving postal services and products supporting postal services. PT Pos Indonesia is a State-Owned Company that is subsidized and at the same time becomes a government agent in providing social services for postal services to the government and the community. PT Pos Indonesia is an Indonesian state-owned enterprise (BUMN) that operates in the field of postal services (Ariarni & Afrianty, 2017; Susilowati, 2017; Wahyuningsih, 2013). PT Pos Indonesia is currently one of the business-oriented companies serving postal services and products supporting postal services. PT Pos Indonesia is a State-Owned Company that is subsidized and at the same time becomes a government agent in providing social services for postal services to the government and the community. PT Pos Indonesia is an Indonesian state-owned enterprise (SOE) that operates in the field of postal services (Chairil, 2017; Juhana & Haryati, 2013; Nasrullah, Salam, Pratiwi, & Niswaty, 2017)

In carrying out day-to-day tasks, discipline is often a challenge in organizations, low discipline becomes an ongoing debate. From the results of pre-research conducted by researchers, this accelerated encourages employees to show less good, for example arriving late, often leaving work before arriving. This condition is followed up in the following table 1 data:

Table 1.

Employee Absenteeism Data of PT Pos Indonesia Pondok Aren Branch Office Period 2014-2018

Year	Number of Employees	Number of working days	Employee Attendance Conditions	(%)
			Late Permi ssion Not prese nt Come home early Amount	
2014	50	250	12 23 15 12 62	24,8%
2015	55	250	15 25 17 10 67	26,8%
2016	58	250	13 22 20 15 70	28,0%
2017	60	250	20 26 15 15 76	30,4%
2018	60	250	22 30 23 18 93	37,2%
		Average	16.4 25.2 18 14 73.6	29,4%

Based on the data in table 1, it shows that from a total of 60 employees, the average working day is 250 days, showing a trend of fluctuating absenteeism. In late 2014, permits, alpha and early return reached 24.8%, in 2015 amounted to 26.8%, in 2016 increased to 28.0%, in 2017 reached 30.4% and in 2018 it reached 37.2%, Overall the percentage continues to increase with an average of 29.4%.

Discipline is also the key to the realization of company goals with good discipline means employees are aware and willing to do their jobs properly (Juhana & Haryati, 2013; Sami'a,

2016). With employees obeying the rules set by the company and having high discipline, it will create a more conducive company atmosphere that will have a positive impact on company activities. Therefore, in order to create good discipline, management encourages or motivates employees to comply with various rules and regulations that apply must impose sanctions for violators of these regulations.

At present, the company has a weakness that is the management system that is easily changed and not standardized and the lack of employee welfare, leadership concern for employees, with this problem the relationship between employees and superiors becomes less good so that it will result in employee performance. These conditions are shown in the motivation table data as follows:

Table 2
Assessment of PT Pos Indonesia Pos Indonesia's Work Motivation at Pondok Aren Branch Office in 2018

No	The element being assessed	Score	Acheivments	Amount
1	Job challenges	65.00	Enough	65.00
2	Job responsibilities	55.00	Less	55.00
3	Work performance	53.00	Less	53.00
4	Well-being	60.00	Less	60.00
5	Position	45.00	Bad	45.00
6	Work relationship	69.00	Enough	69.00
7	Hope	75.00	Enough	75.00
8	appreciation	47.00	Bad	47.00
	Amount	469.00		469.00
	Average	58.62	Less	

Criteria: <= 50 (Poor), <= 60 (Less), <= 70 (Enough), <= 90 (Good), <= 99 (Very Good)

Based on the data in the table above, it shows that overall the achievement value of work motivation at PT Pos Indonesia from 2018 shows that achievement is not optimal. Motivation in achieving certain positions and the hope of getting rewards results are poor, while the challenges of work with sufficient value and job responsibilities and the expectation of employee welfare are only at moderate assessment levels. This table shows that employee work motivation really requires serious attention to company management.

METHOD

The type of data used is quantitative with primary data sources by distributing questionnaires which are then tabulated and feasibility analysis and secondary data derived from the various scientific literature. The population in this study were employees of PT. Pos Indonesia Pondok Aren Branch. Sampling was used saturation sampling technique that is 60 employees. The instrument testing uses validity and reliability tests. From the validity and reliability test stated valid and reliable, this is evidenced by the value of $r_{count} > r_{table}$, likewise, the instrument used is appropriate and feasible to be forwarded to the next test. Testing for normality using Kolmogorov Smirnov obtained significance greater than 0.50 and thus declared normal. Multicollinearity testing obtained tolerance values < 1 and $VIF < 10$ so that it was concluded there was no interference with multicollinearity. Autocorrelation testing obtained the value of Durbin-Watson at an interval of 1.550 - 2.460, thus this regression model does not have autocorrelation. Heteroskedastisitas testing with Glejser test obtained significance values greater than 0.05 so it was concluded that there was no interference with heteroscedasticity.

RESULT AND DISCUSSION

The discipline of employees in the company has a very broad meaning and meaning to advance the company through attitudes, behaviors, and actions in accordance with company regulations that have been established both in writing or not. The overall condition or criteria for the work discipline variable questionnaire (X1) obtained an average score of 3.83 with good criteria. From the overall statement above, the one who gets the lowest rating score is a statement of firmness that is needed to create organizational relationships. which only reached a score of 3.57. Motivation is a process that starts with a physiological or psychological deficiency that drives behavior or impulses aimed at goals or incentives. Thus, the key to understanding the motivational process depends on the understanding and relationship between needs, encouragement, and incentives. The overall condition or criteria for the motivation variable questionnaire (X2) obtained an average score of 3.83 with good criteria. From the overall statement above, the one who gets the lowest rating score is the statement of the work that I do has the opportunity for career advancement/power which only reaches a score of 3.62. Performance can be seen from various perspectives, depending on the goals of each organization that connects output, performance, efficiency, effectiveness with performance. In general, performance refers to the ratio of outputs to organizational performance and the determination of the number of resources used to produce these outcomes. Performance is also related to output quality, which is measured based on some more predetermined standards. The overall condition or criteria of the respondents' answers to the employee performance variable questionnaire (Y) obtained an average score of 3.93 with good criteria. From the overall statement above, the one who gets the lowest rating score is the Leader's statement can be emulated in working to achieve quality work. which only reached a score of 3.70.

Multiple Linear Regression Analysis.

This regression test is intended to find out how much influence the dependent variable has on the dependent variable. The following results of the processed regression data can be seen in table 3 below:

Table 3.

The Result of Multiple Regression Processing Variable Work Discipline (X1) and Motivation (X3) on Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10,959	3,515		3,118	,003
Work Discipline (X1)	,419	,086	,505	4,903	,000
Motivation (X2)	,322	,096	,344	3,340	,001

a. Dependent Variable: Employee Performance (Y)

Based on the results of the analysis of regression calculations in the above table, the regression equation $Y = 10.595 + 0.419X_1 + 0.322X_2$ can be obtained. From the above equation it can be concluded as follows:

1. A constant value of 10,595 means that if the work discipline variable (X1) and motivation (X2) are absent then there is an employee performance value (Y) of 10,595 points.
2. The value of X1 0.419 means that if the constant is constant and there is no change in the motivational variable (X2), then every 1 unit change in the work discipline variable (X1) will result in a change in employee performance (Y) of 0.419 points.
3. The value of X2 0.322 is interpreted if the constant is constant and there is no change in the work discipline variable (X1), then every 1 unit change in the motivation variable (X2) will result in a change in employee performance (Y) of 0.322 points.

Analysis of the Coefficient of Determination (R Square).

Analysis of the coefficient of determination is intended to determine the percentage of the strength of the relationship between the independent variables on the dependent variable both partially and simultaneously), in this study the variables of work discipline (X1) and motivation (X2) on employee performance (Y). Here are the results of the calculation of the coefficient of determination whose test results are as follows:

Table 4.

Partial Results of Coefficient Determination Analysis Between Work Discipline (X1) Against Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,677 ^a	,458	,448	2,653

a. Predictors: (Constant), Work Discipline (X1)

Based on the test results in the above table, R-square value (determination coefficient) of 0.458 is obtained, it can be concluded that the work discipline variable (X1) influences the employee performance variable (Y) of 45.8% while the remaining 54.2% influenced by other factors.

Table 5.

Partial Results of Analysis of the Coefficient of Determination Between Motivation (X2) and Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,596 ^a	,355	,344	2,893

a. Predictors: (Constant), Motivation(X2)

Based on the test results in the above table, R-square value of 0.355 is obtained, it can be concluded that the motivation variable (X2) influences the employee performance variable (Y) of 0.35.5% while the remaining 64.5% is influenced by other factors.

Table 6.

Simultaneous Determination Coefficient Analysis Results Work Discipline (X1) and Motivation (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,739 ^a	,546	,531	2,448

a. Predictors: (Constant), Motivasi (X2), Work Discipline (X1)

Based on the test results in the above table, R-square value of 0.546 is obtained, it can be concluded that the work discipline variable (X1) and motivation (X2) affect the employee performance variable (Y) by 54.6% while the remaining 45.4 % is influenced by other factors that were not carried out by the study.

Hypothesis Test.

Hypothesis testing work discipline variables (X1) and motivation (X2) on employee performance (Y) are done by t-test (partial test). In this study the significance criteria used 5% (0.05) with the following results:

Table 7.

Hypothesis Test Results (t Test) Work Discipline Variables (X1) Against Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	17,821	3,091		,000
	Disiplin kerja (X1)	,562	,080	,677	,000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the above table, the value of $t_{count} > t_{table}$ or $(6.996 > 2.002)$ is also strengthened by the value of p value $< Sig.0.05$ or $(0.000 < 0.05)$. Thus, H_0 is rejected and H_1 is accepted, this shows that there is a positive and partially significant effect between motivation on employee performance at PT. POS Indonesia Pondok Aren Branch.

Table 8.

T-Test Motivation (X2) Results on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,971	3,795		4,735	,000
Motivasi (X2)	,558	,099	,596	5,652	,000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above we get the value of $t_{count} > t_{table}$ or $(5.652 > 2.002)$. This was also reinforced by the value of ρ value $< \text{Sig.} 0.05$ or $(0,000 < 0.05)$. Thus, H_0 is rejected and H_2 is accepted, this shows that there is a positive and partially significant effect between motivation on employee performance at PT.POS Indonesia Pondok Aren Branch.

To test the effect of motivation and motivation variables simultaneously on employee performance at PT. POS Indonesia Pondok Aren Branch was carried out with a statistical test F (simultaneous test) with a significance of 5%. In this study the significance criteria used 5% (0.05). The test results are as follows:

Table 9.

Hypothesis Results (Test F) Simultaneously Work Discipline (X1) and Motivation (X2) on Employee Performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	411,475	2	205,738	34,339	,000 ^b
	Residual	341,508	57	5,991		
	Total	752,983	59			

a. Dependent Variable: Work Performance (Y)

b. Predictors: (Constant), Motivation (X2), Work Discipline (X1)

Based on the test results in table 9, the calculated $F_{count} > F_{table}$ or $(34.333 > 2.770)$ is also strengthened by the ρ value $< \text{Sig.} 0.05$ or $(0,000 < 0.05)$. Thus, H_0 is rejected and H_3 is accepted, this shows that there is a positive and significant simultaneous effect between motivation and motivation on employee performance at PT. POS Indonesia Pondok Aren Branch

CONCLUSION

There is a positive and significant effect between motivation on employee performance at PT. POS Indonesia Pondok Aren Branch. There is a positive and significant influence between motivation (X2) on employee performance (Y) in PT. POS Indonesia Pondok Aren Branch. Work discipline (X1) and motivation (X2) have positive and significant effect on employee performance (Y) with a regression equation $Y = 10.595 + 0.419X_1 + 0.322X_2$. Correlation coefficient value obtained at 0.739 means that the independent variable with the dependent variable has a strong influence with the coefficient of determination or influence simultaneously at 54.6% while the remaining 45.4% is influenced by other factors. Hypothesis testing obtained the value of $F_{count} > F_{table}$ or $(34,339 > 2.770)$, this is also reinforced by a significance probability of $0,000 < 0.05$. Thus H_0 is rejected and H_3 is accepted. This means that there is a positive and

significant effect simultaneously between motivation and motivation on employee performance at PT. POS Indonesia Pondok Aren Branch.

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