

The Effect of Discipline on Employee Performance

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Abstract

This study aims to determine the effect of discipline on employee performance at PT. Pasti Jaya Teknik Tangerang. The population in this study consisted of employees of PT. Pasti Jaya Teknik Tangerang. The sample used was 30 employees of PT. Pasti Jaya Teknik Tangerang. This research is quantitative in nature. The data analysis methods used include validity testing, reliability testing, product-moment correlation, coefficient of determination, simple linear regression, and significance testing (t-test). Based on the results of the study, it is known that discipline (X) and employee performance (Y) show that discipline at PT. Pasti Jaya Teknik Tangerang has a positive and significant effect on employee performance. The correlation result is 0.695, indicating a strong relationship. The coefficient of determination shows that discipline contributes 48.31% to employee performance at PT. Pasti Jaya Teknik Tangerang, while the remaining 51.69% is influenced by other factors not examined in this study. The discipline variable as the independent variable and employee performance as the dependent variable show a calculated t-value of 5.114, while the t-table value is 2.048 ($t_{\text{calculated}} > t_{\text{table}}$), meaning that H_0 is rejected and H_a is accepted.

Keywords: Discipline, Employee, Employee Performance



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INTRODUCTION

Indonesia is currently facing increasingly significant challenges, where the rapid flow of information and advancements in science and technology can quickly transform all aspects of life. This reality has driven Indonesia to strive to improve the quality of its human resources. The quality of human resources plays a crucial role in keeping up with the advancement of information, knowledge, and technology. On the other hand, the importance of human resources is also evident because they serve as the main drivers in implementing development across all sectors. In this regard, the development and enhancement of human resources are necessary, as such efforts are vital for organizations or companies in improving the quality of their workforce.

Every company is required to optimize its human resources and manage them effectively. Human resource management cannot be separated from employee-related factors, as employees are expected to perform at their best in order to achieve organizational goals. Human resources occupy a distinct position compared to other resources, based on the consideration that humans are the driving force behind all other resources. Without human resources, other resources cannot be utilized optimally.

The workforce has great potential to carry out organizational activities. In running an organization, one of the most important aspects is human resources. The potential of each individual within an organization or company must be utilized as effectively as possible to produce maximum results. Organizational goals cannot be achieved without the active participation of every employee. Organizations and employees are mutually dependent; if employees succeed in advancing the organization, institution, or agency, both parties will benefit. For employees, success represents the actualization of their potential as well as an opportunity to fulfill their needs. For organizations, success is a means toward growth and development.

The rapid development in organizational science and business has made it increasingly important for organizations to establish effective mechanisms, which may become difficult to formulate if not properly prepared. In this context, human resources are essential to adapt to these changes and therefore must be continuously improved. Based on this reality, it is important for organizations to manage their human resources effectively so that employees can achieve job satisfaction. Not only should employees be skilled, but they must also work diligently and achieve the targets that have been set. This can serve as the foundation for implementing work discipline among employees.

The discipline factor plays an important role in employee work performance. An employee with a high level of discipline will continue to perform well even without supervision. A disciplined employee will not misuse working time for activities unrelated to their job.

Discipline is the most important operative function of management because the better the level of employee discipline, the higher the work performance achieved. Without good work discipline, it is difficult for an organization to achieve optimal results. Good discipline reflects a strong sense of responsibility toward assigned tasks, which can encourage enthusiasm, motivation, and the achievement of both organizational and employee goals.

Based on data obtained by the author during the research, it was found that the condition at PT. Pasti Jaya Teknik Tangerang each year reflects low employee discipline, which can be seen from employee attendance data in the following table:

Tabel 1. Employee Work Discipline Data Related to Attendance at PT. Pasti Jaya Teknik Tangerang 2015 – 2017

No.	Year	Number of Employees	Late Employees	Late More Than 3 Times
1.	2015	150	882	79
2.	2016	155	916	84
3.	2017	157	1045	95

Source: Cost Control Department, PT. Pasti Jaya Teknik Tangerang

From the table above, it can be seen that in 2015, the total number of employees was 150, with 882 cases of lateness and 79 employees being late more than three times. In 2016, the number of employees increased to 155, with 916 cases of lateness and 84 employees being late more than three times. In 2017, there were 157 employees, with 1,045 cases of lateness and 95 employees being late more than three times. In conclusion, low employee discipline has an impact on declining employee performance. Employee lateness is considered critical because it can cause work delays and unfinished tasks.

Another determining factor in achieving company goals is employee performance. According to Anwar Prabu Mangkunegara (2013:67), performance is the result of work achieved in terms of quality and quantity by an employee in carrying out tasks in accordance with the responsibilities assigned. Good performance is optimal performance, meaning it meets organizational standards and supports the achievement of organizational goals.

PT. Pasti Jaya Teknik Tangerang, which operates in the contracting sector, is committed to improving service quality and consistently delivering satisfactory results to maintain the trust of its business partners. This strategy must be supported by skilled and experienced human resources. Therefore, company leaders must utilize human resources effectively to achieve organizational goals.

Employee performance at PT. Pasti Jaya Teknik Tangerang is not yet optimal, as some employees are unable to meet the targets set by the company and there are still employees who do not comply with regulations. Therefore, efforts to improve employee performance are one of the most serious challenges for management, as the success of achieving company goals depends on the quality of human resource performance. Improving employee performance will have a positive impact on the company's growth and its ability to compete in the business world.

Work standards can be determined from job content and can serve as a basis for evaluating performance. To facilitate performance assessment, company standards must be measurable and clearly understood. The first indicator of employee performance is the quantity of work, which reflects the amount of work produced by individuals or groups according to company standards. The second is the quality of work, where employees must meet certain requirements to produce work of the expected quality. The third indicator is timeliness, as each job has different characteristics and some must be completed on time due to dependencies on other tasks. The fourth indicator is attendance, as certain jobs require employees to be present at specific times. The fifth indicator is teamwork ability, as not all tasks can be completed individually and often require collaboration among employees.

Attached is the employee performance data at PT. Pasti Jaya Teknik Tangerang from 2015 to 2017.

Tabel 2. Data Kinerja Karyawan Pada PT. Pasti Jaya Teknik Tangerang Periode 2015 – 2017

No.	Assessment Aspect	Target	Achievement	Interpretation
Year 2015				
1.	Attendance discipline	100%	91%	Did not meet target
2.	Work discipline	100%	95%	Did not meet target
3.	Work ability (skill)	100%	116%	Exceeded target
4.	Timeliness	100%	100%	Met target
Year 2016				
1.	Attendance discipline	100%	94%	Did not meet target
2.	Work discipline	100%	98%	Did not meet target
3.	Work ability (skill)	100%	106%	Exceeded target
4.	Timeliness	100%	98%	Did not meet target
Tahun 2017				
1.	Attendance discipline	100%	89%	Did not meet target
2.	Work discipline	100%	94%	Did not meet target

3.	Work ability (skill)	100%	102%	Exceeded target
4.	Timeliness	100%	96%	Did not meet target

Source: Cost Control Department, PT. Pasti Jaya Teknik Tangerang

From the table above, it can be seen that out of the four targets set in 2015, two targets were achieved and two were not. The targets that did not reach 100% were attendance discipline at 91% and work discipline at 95%. Meanwhile, the targets that were achieved included timeliness at 100% and work ability (skill) at 116%, which exceeded the set target. In 2016, of the four targets set, only one target was achieved while three did not meet the target. The aspects below 100% were attendance discipline at 94%, work discipline at 98%, and timeliness at 98%. Only work ability (skill), at 106%, exceeded the company's target. In 2017, of the four targets set, only one target was achieved. The aspects that did not meet the 100% target were attendance discipline at 89%, work discipline at 94%, and timeliness at 96%. Only work ability (skill), at 102%, exceeded the company's target. In conclusion, employee performance has not been optimal. This is based on the comparison between work targets and actual results. Performance achievement is considered successful or good when the results exceed the established targets. However, based on the data, each year only the work ability (skill) aspect consistently exceeded the target.

RESEARCH METHODS

The research method used in this study is the quantitative method. Quantitative methods are often referred to as traditional methods because they have been used for a long time and have become standard in research practices. They are called quantitative because this study uses numerical data and statistical analysis. In this context, research methodology can be understood as a series of stages or activities that must be carried out to conduct research in order to obtain answers or conclusions about the object being studied. The reason for choosing this method is that the unit of analysis in this study is the individual, not society as a whole, and the individuals are not compared with one another. Another reason is to determine the extent of the influence of discipline on employee performance.

In this study, the researcher conducted research at PT. Pasti Jaya Teknik Tangerang, located at Kedokan No. 016, Cibogo Village, Cisauk, Tangerang – Banten. The research was conducted from early March to the end of July 2017, until all relevant data and information needed for the study were obtained. The population in this study consisted of all employees of PT. Pasti Jaya Teknik Tangerang, totaling 30 employees. The sampling technique used is saturated sampling, which is a method where all members of the population are used as the sample. Another term for saturated sampling is a census, in which all members of the population are included as the sample, since the total number of employees at PT. Pasti Jaya Teknik Tangerang is 30 people.

RESULTS AND DISCUSSION

1. Validity Test

$r_{\text{calculated}} > r_{\text{table}}$ atau $0,531086 > 0,361$ with a significance level of $\alpha = 5\%$ and $r_{\text{table}} = 0,361$ thus the first statement item of the discipline variable can be considered valid. Similarly, the results for items 2–10 (calculations for items 2–10 are provided in the appendix) can be seen in Table 4.8 below:

Tabel 3. Summary of Validity Test for Discipline Variable (X)

Number of Statement	r calculated	r table	Conclusion
1.	0.531086	0.361	Valid
2.	0.531961	0.361	Valid

3.	0.558103	0.361	Valid
4.	0.605118	0.361	Valid
5.	0.545882	0.361	Valid
6.	0.519315	0.361	Valid
7.	0.498949	0.361	Valid
8.	0.488572	0.361	Valid
9.	0.441037	0.361	Valid
10.	0.6157	0.361	Valid

Source: Data processed by the author from questionnaire results using Ms. Excel

From the table above, it can be seen that all $r_{\text{calculated}}$ values are greater than r_{table} . It can be concluded that all ten statement items are valid because the $r_{\text{calculated}}$ values are positive and greater than r_{table} (0.361 for $n = 30$). The item with the highest validity is item 10 with a value of 0.6157, while the lowest validity is item 9 with a value of 0.441037.

$r_{\text{calculated}} > r_{\text{table}}$ or $0.520741 > 0.361$ with a significance level of $\alpha = 5\%$ and $r_{\text{table}} = 0.361$, thus the first statement item of the employee performance variable can be considered valid. Similarly, the results for items 2–10 (calculations are provided in the appendix) can be seen in Table 4.11 below:

Tabel 4. Summary of Validity Test for Employee Performance Variable (Y)

Number of Statement	r calculated	r table	Conclusion
1	0.520741	0.361	Valid
2	0.506248	0.361	Valid
3	0.449449	0.361	Valid
4	0.417332	0.361	Valid
5	0.59757	0.361	Valid
6	0.75172	0.361	Valid
7	0.617221	0.361	Valid
8	0.536857	0.361	Valid
9	0.446199	0.361	Valid
10	0.555193	0.361	Valid

Source: Data processed by the author from questionnaire results using Ms. Excel

2. Reliability Test

a. Discipline Variable (X)

Tabel 5. Reliability Test Calculation for Discipline Variable (X)

Item	1	2	3	4	5	6	7	8	9	10
X_1	127	122	124	128	118	122	118	124	130	116
X_i^2	551	510	524	558	476	510	492	524	576	484
Si	0,446	0,462	0,382	0,396	0,396	0,462	0,929	0,382	0,422	1,182
r_{table}	0,361	0,361	0,361	0,361	0,361	0,361	0,361	0,361	0,361	0,361
Remark	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Source: Data processed by the author from questionnaire results using Ms. Excel

$X = 0,707$ (reliable) because the calculated $r_{\text{calculated}}$ is greater than the r_{table} value, namely 0.707 > 0.361, thus it is considered reliable.

b. Employee Performance Variable (Y)

Tabel 6. Reliability Test Calculation for Employee Performance Variable (Y)

Item	1	2	3	4	5	6	7	8	9	10
Y_1	139	126	125	122	133	114	118	131	127	129
Y_i^2	655	542	533	508	601	448	448	583	549	571
Si	0,365	0,427	0,406	0,396	0,378	0,493	0,795	0,367	0,378	0,543
r_{table}	0,361	0,361	0,361	0,361	0,361	0,361	0,361	0,361	0,361	0,361
Remark	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Source: Data processed by the author from questionnaire results using Ms. Excel

$X = 0,731$ (reliable) because the $r_{\text{calculated}}$ value is greater than the r_{table} value, namely $0.731 > 0.361$, thus it is considered reliable.

Tabel 7. Reliability Test Status of Discipline and Employee Performance (Y)

Variable	Reliability Value	$\alpha = 5\% / 0,05$	Status
Discipline	0,707	0,361	Reliable
Employee Performance	0,731	0,361	Reliable

Source: Data processed by the author from questionnaire results using Ms. Excel

3. Product Moment Correlation Coefficient of the Effect of Discipline on Employee Performance at PT. Pasti Jaya Teknik Tangerang

The correlation coefficient analysis is intended to measure the strength of the relationship (correlation) between two variables, namely the discipline variable (X) and the employee performance variable (Y). Based on questionnaire data collected from 30 respondents, with 10 statement items each for discipline (X) and employee performance (Y), the following data were obtained:

Tabel 7. Product Moment Correlation Calculation

No.	X	Y	X ²	Y ²	XY
1	34	41	1156	1681	1394
2	33	34	1089	1156	1122
3	35	32	1225	1024	1120
4	45	46	2025	2116	2070
5	42	42	1764	1764	1764
6	39	44	1521	1936	1716
7	40	41	1600	1681	1640
8	37	43	1369	1849	1591
9	37	39	1369	1521	1443
10	39	41	1521	1681	1599
11	43	40	1849	1600	1720
12	36	36	1296	1296	1296
13	44	46	1936	2116	2024
14	44	43	1936	1849	1892
15	46	47	2116	2209	2162
16	44	45	1936	2025	1980
17	46	41	2116	1681	1886
18	46	43	2116	1849	1978
19	41	44	1681	1936	1804
20	44	45	1936	2025	1980
21	43	42	1849	1764	1806
22	42	44	1764	1936	1848
23	42	45	1764	2025	1890
24	40	41	1600	1681	1640
25	46	46	2116	2116	2116
26	42	43	1764	1849	1806
27	40	43	1600	1849	1720
28	38	36	1444	1296	1368
29	35	44	1225	1936	1540
30	46	47	2116	2209	2162
Jumlah	1229	1264	50799	53656	52077

Source: Data processed by the author from questionnaire results using Ms. Excel

Based on the calculation using the product moment correlation formula above, the value obtained is $r = 0.695354$. To determine the level of relationship between the two variables, the interpretation guidelines in Table 4.16 are used:

Tabel 8. Interpretation of Correlation Coefficient

Coefficient Interval	Level of Relationship
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Moderate
0,60 – 0,799	Strong
0,80 – 1,000	Very Strong

Source: Sugiyono (2012)

Based on the correlation result of 0.695, referring to Table 4.16, the value falls within the range of 0.60–0.799, indicating a strong relationship. This shows that there is a strong relationship between the discipline variable (X) and employee performance variable (Y).

Coefficient of Determination

This indicates that the influence of discipline on employee performance is 48.31%, while the remaining 51.69% is influenced by other factors not examined in this study.

Simple Linear Regression

$$\begin{aligned}
 b &= \frac{n(\Sigma XY) - (\Sigma X)(\Sigma Y)}{n(\Sigma X^2) - (\Sigma X)^2} \\
 &= \frac{30(52077) - (1229)(1264)}{30(50799) - (1229)^2} \\
 &= \frac{1562310 - 1553456}{1523970 - 1510441} \\
 &= \frac{8854}{13529}
 \end{aligned}$$

b = 0,654

$$\begin{aligned}
 a &= \frac{\Sigma Y - b(\Sigma X)}{n} \\
 &= \frac{1264 - 0,654(1229)}{30} \\
 &= \frac{1264 - 803,766}{30} \\
 &= \frac{460,234}{30}
 \end{aligned}$$

a = 15,341

$$Y = 15,341 + 0,654 X$$

Based on the calculations above, the following can be explained:

- The intercept constant value of 15.341 represents the constant (a). This indicates that if X = 0, then Y = 15.341.
- The regression coefficient value of the discipline variable (X) on employee performance (Y) is 0.654. This means that if discipline (X) increases by 1 unit, employee performance will increase by 0.654.

Significance Test

$$\begin{aligned}
 &0,695 \frac{\sqrt{30-2}}{\sqrt{1-(0,695)^2}} \\
 &0,695 \frac{\sqrt{28}}{\sqrt{1-0,483}}
 \end{aligned}$$

$$0,695 \frac{5,291}{\sqrt{0,517}}$$

$$0,695 \frac{5,291}{0,719}$$

$$=5,114$$

Decision-making uses a comparison between $t_{\text{calculated}}$ and t_{table} with the following criteria:

Jika $t_{\text{calculated}} > t_{\text{table}}$, then H_0 is rejected and H_a is accepted (significant).

Jika $t_{\text{calculated}} < t_{\text{table}}$, then H_0 is accepted and H_a is rejected (not significant)

Based on the test results, it is obtained that $t_{\text{calculated}} > t_{\text{table}}$ namely $5.114 > 2.048$, which means that H_0 is rejected and H_a is accepted. This indicates that discipline (X) has a significant effect on employee performance (Y).

Discussion

From the test results, it can be concluded that the sample used in this study is valid with a confidence level of $\alpha = 0.05$. When related to the theory regarding the influence of discipline on employee performance presented in the background, this study strongly supports the theory. The better the discipline of an employee, the better the employee's performance. Conversely, the lower the level of discipline, the lower the employee's performance.

CONCLUSION

Based on the results presented in Chapter IV, it can be concluded that employee discipline at PT. Pasti Jaya Teknik Tangerang is considered good, particularly in terms of salary provision. This is based on questionnaire results consisting of 10 statement items with 30 respondents, where 29% strongly agreed (SS) and 55.7% agreed (S), totaling 84.7%. Employee performance at PT. Pasti Jaya Teknik Tangerang is also considered good, especially in terms of job assignments given by management. This is supported by questionnaire results with 10 items and 30 respondents, where 29% strongly agreed (SS) and 50.3% agreed (S), totaling 86.7%. The influence of discipline on employee performance at PT. Pasti Jaya Teknik Tangerang is categorized as strong. The correlation coefficient result is 0.695, which falls within the strong category (0.60–0.799). The coefficient of determination shows that discipline contributes 48.31% to employee performance, while the remaining 51.69% is influenced by other factors not examined in this study. From the simple linear regression analysis, the equation obtained is: $Y = 15.341 + 0.654X$. The intercept constant of 15.341 indicates that if $X = 0$, then $Y = 15.341$. The regression coefficient of 0.654 indicates that an increase of one unit in discipline (X) will increase employee performance (Y) by 0.654. Based on the significance test (t-test) at a significance level of 5% (0.05), it is found that $t_{\text{calculated}} > t_{\text{table}}$, namely $5.114 > 2.048$. This means that H_0 is rejected and H_a is accepted, indicating that discipline (X) has a significant effect on employee performance (Y).

Based on the research results, discussion, and conclusions, the following suggestions are proposed as input and consideration: For discipline at PT. Pasti Jaya Teknik Tangerang, the company should pay closer attention to compensation, particularly in providing appropriate salaries to employees. Company policies should be applied fairly without discrimination among employees. Additionally, direct supervision, guidance, and direction should be enhanced to improve employee discipline. This suggestion is based on questionnaire responses indicating strong disagreement. For employee performance at PT. Pasti Jaya Teknik Tangerang, the company should pay greater attention to workload, as the quantity of work affects performance outcomes. Employees should prioritize work quality to achieve optimal results, complete tasks on time to meet company targets, and improve teamwork, especially for tasks that require collaboration among multiple employees.

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