

The Effect of Work Discipline on Employees' Performance of PT Wiratanu Persada Tama Jakarta

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ABSTRACT

PT Wiratanu Persada Tama is a company engaged in services where employees play an important role in every activity, so the company expects an optimal performance. Performance can be influenced by many factors, one of them is work discipline. How the work discipline and employees' performance of PT Wiratanu Persada Tama Jakarta and whether the work discipline has a positive and significant effect on their employees' performance will be measured through this research. Data was collected through questionnaires distribution to 181 samples which have been determined using proportionate stratified random sampling technique. Analysis techniques used are descriptive analysis, classical assumption, and simple linear regression. The results showed that work discipline and employees' performance at PT Wiratanu Persada Tama Jakarta are in the high category. Work discipline has a positive and significant effect on employees' performance in amount of 50.8% while the rest 49.2% is influenced by other factors. The results are expected to be a reference for company to improve discipline through socialization and employee discipline supervision, so the employees' performance will improve. Future research is expected to consider and add other independent variables, expand the research object area, and use different analytical techniques.

Keywords: Work Discipline, Employees' Performance

1. INTRODUCTION

Business competition will trigger every company to always provides the best products and/or provides the best services to its customers. In providing good services, company also needs good human resources (HR) as the executor of activities within the company. Sinambela (2016:9) explained that human resources are the main resources or assets of the company and the management of human resources through the implementation of management and operational functions are done in order to

achieve the company goals that have been well set. The company always wants the established goals can be achieved well. Therefore, the company needs employees with good performance, because in line with an opinion of Bangun (2012:231), good performance is gained on the assessment of the success of employees in carrying out duties and responsibilities that give a standard or exceed the standard result of work that must be performed by the employees.

PT Wiratanu Persada Tama is a company engaged in services that serves its clients with loyal and consistent. This makes employees have a very important role in every business activity so the optimal performance of each employee is expected by the company. Employees' performance of PT Wiratanu Persada Tama Jakarta with 330 employees in year 2015 until first semester of year 2017 is fluctuated. In that period, there was an improvement of employees' performance of PT Wiratanu Persada Tama Jakarta which in 2017 showed that employees with A quality rating is 27%, B is 50%, C is 18% and D is 6%. Performance can be influenced by many factors, one of them is work discipline. Mangkunegara and Waris (2015:1249) explained that the work discipline has a significant positive effect on the employees' performance of PT Asuransi Bangun Askrida. Hasibuan (2014:193) said that discipline can be interpreted if employees always come and go home on time.

This research is based on the result of the interview with the Senior Manager of GA & HR PT Wiratanu Persada Tama who explained that the lack of employees' awareness regarding discipline in terms of working hours is a problem because there is also a complaint from clients of PT Wiratanu Persada Tama about non maximal services. Both have become the basis for creating a new attendance policy at PT Wiratanu Persada Tama Jakarta which has enacted since May 2016. It is also supported by obtained data regarding employees' lateness and absence in year 2015 until first semester of year 2017 that are fluctuated. The percentage of lateness in the period from January 2015 to April 2016 is approximately 40% - 50% and from May 2016 to June 2017 the percentage of lateness is approximately 10% - 20%. The percentage of absence from January 2015 to July 2015 is approximately 35%, from August 2015 to December 2016 is approximately 25% and from January 2017 to June 2017 is approximately 15%.

Looking at the lateness and absence data of employees that have decreased or can be said that employees' discipline in terms of working hours and absence have increased, the author wants to do research whether improving employees' discipline has a good impact for the company, especially on the performance given by the employee itself. According to Djiko et al (2017:4) work discipline affect the employees' performance in the Pratama Tax Office Manado with a positive relationship direction. It is aligned with Mailiana (2016:123) who explained that the work discipline has a positive and significant effect on employees' performance of Market Management Agency in Banjarmasin. This research was conducted to find out how the work discipline and employees' performance of PT Wiratanu Persada Tama Jakarta and to find out whether the work discipline has a positive and significant impact on the employees' performance of PT Wiratanu Persada Tama Jakarta.

2. LITERATURE REVIEW

2.1 Human Resource Management (HRM)

Sinambela (2016:9) stated that "HRM is the management of human resources as a major resource or asset, through the implementation of management functions and operational functions. So, organizational goals that have been set can be achieved well". Aligned with Bangun (2012:6) who defines that HRM is a process of planning, organizing, staffing, mobilizing, watching procurement, development, compensation, integration, maintenance, and separation of labor in achieving the goals of the organization. So, employees are the important assets that contribute to the achievement of corporate objectives in a company.

2.2 Work Discipline

Discipline in a company must be upheld because Hasibuan (2014:194) stated that corporate objectives can be realized by enforcing the discipline. Work discipline is used as a tool to communicate with employees so employees are willing to follow the rules that have been set. Good discipline of employees will make the organization achieves its goals easier (Sinambela, 2016:335). Hasibuan (2014:193) explained that:

Discipline is the awareness and willingness of a person to comply with all corporate rules and prevailing social norms. Discipline is defined when employees always come and go home on time, do all the work well, and comply with company regulations and prevailing social norms.

Work discipline can be measured through the following (Hasibuan, 2014:194):

1. Goals and Abilities
2. Leader's Model
3. Salary
4. Justice
5. Waskat (Inherent Control)
6. Punishment Sanctions
7. Firmness
8. Humanity Relations

2.3 Performance and Performance Appraisal

Performance definition Mathis and Jackson (2006) in Zain (2019) then stated that performance is basically what employees do or do not do. From a few of these definitions, performance is the result of work that can be achieved by a person or group of people within the organization than the criteria that have been established together and in accordance with the results expected by the organization to realize organizational goals.

Performance is the result of work that has strong relationship with organizational goals, customer satisfaction, and give contribution to the economy. Performance is about doing the job and the results achieved from that job (Hamali, 2016:98). Aligned with Bangun (2012:231) who said that performance is the result of a job someone has accomplished, which the achievement of the job is based on job requirements. Bernardin and Russell (2013:241) stated that "Performance is defined as a record of outcomes produced on specified job functions or activities during a specified time period." It can be concluded that performance is the result achieved from the work completed as well as possible in a certain time or period.

Performance is always measured or assessed so that the company would know the work performed by each employee in accordance with the opinion of Kasmir (2016:184) who stated that performance appraisal is a system implemented

periodically to review and evaluate the performance of individuals. According to Bangun (2012:231) performance appraisal is the process of appraising employees in the implementation of tasks or responsibilities by comparing employee achievement of work with the standards of work within the company concerned. There are six criteria in measuring or assessing performance according to Bernardin and Russell (2013: 247):

1. *Quality*
2. *Quantity*
3. *Timeliness*
4. *Cost-Effectiveness*
5. *Need for Supervision*
6. *Interpersonal impact/Contextual or Citizenship Performance*

2.4 Relationship between Work Discipline and Employees' Performance

Research that use work discipline as an independent variable and employees' performance as the dependent variable has previously been quite much done. Febiningtyas and Ekaningtias (2014:104) conducted research on the Finance Section in the Regional Working Unit in Tulungagung Regency, which resulted that the work discipline had a significant effect on employees' performance. Research by Thaeif et al (2015:30) at service area and network of PT PLN (Persero) Malang also shows that work discipline partially has a significant effect on employees' performance. In line with the results of research conducted by Suci and Idrus (2015:11) that the work discipline partially has an effect on the performance of the maintenance staff of PT Merpati Nusantara Airlines (Persero) Surabaya.

3. METHODOLOGY

Based on its method, this research is a quantitative research. In terms of the research objectives, this is a descriptive and conclusive research with the type of causal investigation that used to determine whether the work discipline has a positive and significant effect on the employees' performance of PT Wiratanu Persada Tama Jakarta (Indrawati, 2015:116). The author in this research did not manipulate (intervene) the data. The data used in this research came directly from the respondents of the questionnaire that has been spread. Respondents for the questionnaires in this research are employees of PT Wiratanu Persada Tama in Jakarta. So, based on the analysis unit, this research is individual type. Research data collecting and processing is done in one period in 2017. So, based on implementation time and frequency of data collection and processing, this research used cross sectional method (Indrawati, 2015: 118).

The data used in this research is primary data and secondary data. Secondary data are the company documents which relevants to the research while the primary data is result of the questionnaires which is an adaptation and modification of previous research. Dimensions of the work discipline variables used in the questionnaire are goals and abilities, leadership examples, salary, justice, waskat (inherent control), punishment sanctions, firmness and humanity relations (Hasibuan, 2014:194). While the dimensions of employees' performance variables are quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact/contextual or citizenship performance (Bernardin and Russell, 2013:247). Questionnaires were

distributed to employees of PT Wiratanu Persada Tama in Jakarta in amount of 181 respondents who have been calculated and determined as samples by using Slovin formula and proportionate stratified random sampling technique.

This research used a Likert scale with four scales that strongly agree (4), agree (3), disagree (2) and strongly disagree (1) to avoid the central tendency error. Central tendency error is an error which the assessor or respondent is reluctant to give an extreme judgment so they tend to choose a neutral answer (Cooper in Indrawan and Yaniawati, 2014:115). The validity test in this research produced one invalid question item each from the work discipline variable and the employees' performance. It is because $r_{count} < r_{table}$. So, there are 16 valid question items in the work discipline variables from a total of 17 question items and on employees' performance variables there are nine valid question items from a total of 10 question items. Reliability test in this research produced conclusion that instrument used to measure work discipline and employees' performance have good reliability because Cronbach's Alpha value for work discipline instrument is 0,868 and for employees' performance instrument is 0,805 which both are $> 0,80$ (Munning and Munro, 2006; Gregory, 2000; Nunally, 1978 in Bandur, 2013:216).

The analysis technique used in this research is descriptive analysis and simple linear regression analysis with data that has been changed from ordinal form into interval using Method Successive Interval (MSI). In this research, descriptive analysis used to determine the percentage of respondents perception about the effect of work discipline on employees' performance of PT Wiratanu Persada Tama Jakarta. Linear regression analysis is used to find out how big the effect of work discipline variables on employees' performance variables and predict employees' performance variables by using work discipline variables. The author also tested the classical assumption that are normality test with Kolmogorov-Smirnov, Heteroskedastisitas test with Glejser test and Linearity test by using Test for linearity in SPSS version 22 for Windows. Hypothesis testing in this research is done by T test and by using the coefficient of determination.

4. FINDING AND DISCUSSION

Characteristics of respondents in this research based on gender are dominated by male respondents more than female respondents with the percentage of male respondents is 90.6% and female is 9.4%. Based on the age, respondents with age range 25 - 30 are the most dominant age with a percentage of 37.0%. Based on the level of education, the highest percentage is the respondents with the level of education SMA/SMK that is equal to 67.4%. Based on the status, married respondents are more than single respondents, with the percentage of married respondents is 58.0% and single respondents is 42%. Based on the working period, respondents with one to three years working period has the biggest percentage, which is 33.7%.

Based on the respondent's responses which analyzed using descriptive analysis, work discipline is in the high category with the acquisition percentage of 76.07%. That acquisition is the average of each asked questions item score percentage. The highest score is 80.66% owned by an item stating that the purpose of work that must be achieved is clear. This is supported by the explanation of job description and work target to the employees by the company. The lowest score, 70.17%, is the item states that the salary earned is in accordance with the work performed. There are some

respondents who doubt the suitability of the salary obtained. Based on the interview result, that is one of the effects of the increased late charge applied in the new policy which will automatically reduce the salary received by the employees involved. This is also supported by the presence of late employees with fluctuated data.

Employees' performance based on respondent's responses results an average percentage score in amount of 77.67% which goes into the high category. The highest score, 81.49%, is an item stated that employees are able to complete the job without a direct supervision from the head. This relates to the highest score of work discipline question items which states that the employees feel the purpose of work that must be achieved is clear. With many respondents who feel the same way, direct supervision is not required upon completion of work. The lowest score of employees' performance question items based on the respondent's responses is an item states that all the agreed job targets can always be achieved with a percentage of 72.93%. This indicates that there are some employees who are unsure or unconvinced that all previously agreed targets of work can always be achieved.

This research used three classical assumption tests, there are normality test, heteroscedasticity test and linearity test. The normality test using Kolmogorov-Smirnov produced the Asym.sig value (0.199) that is bigger than the significance value (0.05). So it can be concluded that the data has a normal distribution. Heteroskedasticity test with Glejser test produced work discipline significance value (0,851) that is bigger than the alpha value (0.05). So the regression model is free from heteroscedasticity. Linearity test produced a Linearity significance value (0.000) that is smaller or less than 0.05. So there is a linear relationship among the variables of work discipline and employees' performance. This research also used simple linear regression analysis with the following calculation result:

Table 1 Regression Coefficient

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.873	1.520		7.811	.000
Work_Discipline	.410	.030	.713	13.588	.000

a. Dependent Variable: Employees_Performance

In table 1 about the regression coefficient, the constant (a) value is 11.873 and the regression coefficient (b) value is 0.410. It can be seen that when X or work discipline is zero, Y value or employees' performance value is 11,873. If there is any increase in work discipline, it will increase employees' performance in the amount of 0.410.

The other calculation result is the coefficient of determination which can be seen in table 2:

Table 2 Determination Coefficient

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.505	2.9102462

a. Predictors: (Constant), Work_Discipline

b. Dependent Variable: Employees_Performance

Based on table 2, Rsquare (R^2) value is 0,508 or 50.8%. It can be concluded that the work discipline affected 50.8% on employees' performance of PT Wiratanu Persada Tama Jakarta and the rest, 49.2% is influenced by other factors which is not explained in this research.

Hypothesis test in research done through t test with hypothesis as follows:

H_0 : Work discipline does not have a positive and significant effect on employees' performance of PT Wiratanu Persada Tama Jakarta.

H_1 : Work discipline has a positive and significant influence on employees' performance of PT Wiratanu Persada Tama Jakarta.

T test produced 13.588 as the t value that is bigger than 1.97331 as the t table. Refers to existing decision making criteria, H_0 is rejected and H_1 is accepted. So, the work discipline has a positive and significant effect on employees' performance of PT Wiratanu Persada Tama Jakarta. This decision is in line with the results of Mangkunegara and Waris (2015: 1249) research at PT Asuransi Bangun Askrida and Djiko et al (2017: 4) research at Pratama Tax Office in Manado which both resulted that work discipline has a positive and significant effect on employees' performance.

5. CONCLUSION AND RECOMMENDATION

Based on the presented discussion of findings in this research, it can be concluded that the work discipline and employees' performance of PT Wiratanu Persada Tama Jakarta are in the high category and work discipline has a positive and significant effect on employees' performance of PT Wiratanu Persada Tama Jakarta. Work discipline affects 50.8% on employees' performance of PT Wiratanu Persada Tama Jakarta and the rest, 49.2% is influenced by other factors. Notice the importance of work discipline on employees' performance, the socialization and supervision of employees' discipline are necessary to be done by the relevant head so that the discipline itself can increase. Considering that the increase of work discipline will have an impact on the employees' performance improvement. This research only used one independent variable which is work discipline, so for the next researchers should consider and add other independent variables such as motivation, compensation or leadership that can give an effect to employees' performance. This research is also conducted only at PT Wiratanu Persada Tama in Jakarta, so the next researcher can expand the research object if the research object is still the same, considering that PT Wiratanu Persada Tama has operated in 10 (ten) cities in Indonesia. The next researcher can also do research with different analytical used in this research such as multiple linear regression analysis if there is an addition of independent variables or path analysis techniques.

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