

PalArch's Journal of Archaeology of Egypt / Egyptology

IMPROVEMENT OF EMPLOYEE PERFORMANCE THROUGH A HIGH LEVEL OF EMPLOYEE DISCIPLINE

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Anton Budi Santoso, Shinta Oktafien. Improvement Of Employee Performance Through A High Level Of Employee Discipline-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(10), 3346-3355. ISSN 1567-214x

Keywords: Work Discipline, Employee Performance.

ABSTRACT

This study aims to determine to what extent the influence of high work discipline on improving employee performance at PT. BPR Karyajatnika Sadaya (BPR KS). The population in this study is all employees who work in this company, amounting to 60 people with sampling using saturated sampling technique, which means that the number of samples taken is the whole of the population members. The research method used is a descriptive-verification research method. And for the data processing and analysis techniques used, namely in the form of simple regression analysis calculated using statistical tools in the form of the SPSS 20 for Windows software program. Based on the results of data processing and analysis obtained, it is known that high work discipline has a significant effect on improving employee performance. This shows that if employees at work are able to show a high level of work discipline, meaning that employees have a high level of compliance in obeying all applicable work regulations in their company, then these employees can show better work results.

INTRODUCTION

It is stated that the success of an organization or company in an effort to improve performance or achieve its goals can be influenced by human resources who are able to show quality work, especially in terms of completing tasks and responsibilities at work (Pangarso & Susanti, 2016; Marjaya & Pasaribu, 2019). That way, if employees who work for an organization or company are able to show their best work results, then the performance of that organization or company can automatically become better. Conversely, when employees show bad work attitudes and are not enthusiastic at work, the results of the work they show will become

increasingly unsatisfactory and have a negative impact on overall organizational performance. Therefore, it is necessary to have optimal work results that employees should have at work, so that the goals of an organization can be achieved. PT. BPR Karyajatnika Sadaya (BPR KS), which was established on September 14, 1990 and with an initial authorized capital of Rp. 250,000 is one of the largest people's credit banks in Indonesia, which has total assets of Rp. 1,640,161,341,546. In 2001, this company began to improve its infrastructure by implementing the S.O.P (Standard Operating Procedure) and standardizing services at all branches of PT. BPR Karyajatnika Sadaya (BPR KS). Furthermore, in 2012, this company received ISO 27001: 2005 certification obtained through the BSI Certification Body with registration number IS 589008. The company's vision is to become a healthy and strong BPR with the largest assets through the widest network supported by the best services. Since this company is a private institution engaged in banking services, the best service that can be provided to its customers is one of the keys to success in achieving the success of the business it is running. That way, all workers in this company are always required to be able to work optimally and optimally. Even so, not all employees are able to show quality and satisfying work results which can affect the overall performance of the company which can be even better. This is due to the decreasing credit position in the 2016-2019 periods which is shown in the table below:

Table 1 Credit Position of PT. BPR Karyajatnika Sadaya (BPR KS) in the 2016-2019 Period

| Years | Months (Rp) | | | | Total (Rp) |
|-------|----------------|----------------|----------------|----------------|-----------------|
| | March | June | September | December | |
| 2016 | 45.580.000.000 | 48.950.000.000 | 62.880.000.000 | 49.440.000.000 | 206.850.000.000 |
| 2017 | 54.230.000.000 | 50.630.000.000 | 45.810.000.000 | 53.740.000.000 | 204.410.000.000 |
| 2018 | 40.550.000.000 | 61.120.000.000 | 54.510.000.000 | 56.940.000.000 | 213.120.000.000 |
| 2019 | 38.790.000.000 | 54.890.000.000 | 50.880.000.000 | 47.750.000.000 | 192.310.000.000 |

Source: PT. BPR Karyajatnika Sadaya (BPR KS), 2020

The data displayed in Table 1 shows that the work results of employees while working still show sub-optimal performance or are considered to be less than good. This can be seen through the company's credit position which shows fluctuating figures during the 2016-2017 period which is thought to be caused by the performance of its workers who are not able to work properly, so that it affects the company's performance which has decreased. That way, if these conditions in the future do not show any signs of a change for the better, then the company may experience even greater losses, so that in the end it can have an impact on employees' income which is decreasing along with the decline in credit Position Company. It is stated that there are many things that affect the

good or bad work performance of employees at work. This is in accordance with the opinion expressed by Siagian (2002) which states that factors that can affect employee performance, including: compensation, employee training, workload, work culture, leadership, motivation, job satisfaction, and work discipline. The following is a table that shows an overview of the level of employee discipline through the recapitulation of employee attendance at the company in 2019.

Table 2 Attendance Recapitulation of PT. BPR Karyajatnika Sadaya (BPR KS) in 2019

| Months | Number of employees | Alpha | | Sick | | Paid Leave | | Permission | |
|-----------|---------------------|---------------------------|-----|---------------------------|-----|---------------------------|-----|---------------------------|-----|
| | | Total Number of Employees | % | Total Number of Employees | % | Total Number of Employees | % | Total Number of Employees | % |
| January | 60 | 2 | 3,3 | 1 | 1,7 | 0 | 0 | 1 | 1,7 |
| February | 60 | 2 | 3,3 | 1 | 1,7 | 2 | 3,3 | 6 | 10 |
| March | 60 | 4 | 6,7 | 2 | 3,3 | 2 | 3,3 | 3 | 5 |
| April | 60 | 3 | 5 | 5 | 8,3 | 1 | 1,7 | 3 | 5 |
| May | 60 | 5 | 8,3 | 2 | 3,3 | 0 | 0 | 3 | 5 |
| June | 60 | 2 | 3,3 | 3 | 5 | 4 | 6,7 | 5 | 8,3 |
| July | 60 | 1 | 1,7 | 4 | 6,7 | 4 | 6,7 | 5 | 8,3 |
| August | 60 | 5 | 8,3 | 3 | 5 | 3 | 5 | 4 | 6,7 |
| September | 60 | 5 | 8,3 | 2 | 3,3 | 2 | 3,3 | 1 | 1,7 |
| October | 60 | 3 | 5 | 5 | 8,3 | 4 | 6,7 | 2 | 3,3 |
| November | 60 | 4 | 6,7 | 5 | 8,3 | 2 | 3,3 | 1 | 1,7 |
| December | 60 | 4 | 6,7 | 3 | 5 | 5 | 8,3 | 2 | 3,3 |

Source: PT. BPR Karyajatnika Sadaya (BPR KS), 2020

By referring to the employee attendance data shown in Table 2, it can be seen that the application of employee discipline that occurs in this company is still not said to be going well due to the fact that there are still some employees

who cannot work or attend without clear reasons (alpha). In addition, there are still many employees who cannot attend because they are sick, are on leave or have applied for permission to be unable to work for a certain period of time. In fact, with the increasing frequency of employees being unable to come to work due to these reasons, this can disrupt their work results which have an impact on employee performance that is decreasing. If the employee's working hours are disrupted due to his absence from work, the work owned by the employee can become more and more piling up, so that in the end it can affect the employee's inability to complete his work on time. One of the things that can be a determining factor in an effort to improve employee performance is work discipline (Sari & Hadijah, 2016). What is called work discipline is a person's willingness and awareness in obeying all company regulations and applicable social norms. Several dimensions and indicators that can be used as a measure in determining the level of discipline of a person at work, including (Hasibuan, 2016): 1) Ability objectives, namely the existence of goals to be achieved clearly and ideally set, and able to provide challenges to employee abilities, where the indicators used can be in the form of employee attendance on time at work and the intensity of attendance during work; 2) The level of employee vigilance, namely employees who are always full of calculation and thoroughness, and have a high level of alertness to themselves and their work in carrying out the work for which they are responsible, where the indicators that measure can be vigilance and careful work, as well as maintain and maintain work equipment; 3) Adherence to work standards, that is, when working, employees must comply with all established work standards and comply with work rules and guidelines so that work accidents do not occur or can be avoided, where the indicator measuring can be a sense of responsibility at work and work in accordance with their functions and duties; 4) Obedience to work regulations, which is intended for the sake of comfort and smoothness of work, where the indicators that become the measurement can be in the form of employee understanding of work regulations and completing work according to work regulations; and 5) Work ethic, which is needed by every employee in carrying out their work in order to create an atmosphere of harmony and mutual respect among fellow employees, where indicators are used as a measure, namely having good attitudes and behavior at work, and having good work ethics in work. Meanwhile, employee performance is the level of success of a person in carrying out the duties and responsibilities he has for a certain period of time compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and are mutually agreed upon. Several dimensions and indicators are useful in assessing the good and bad results of work shown by a person, including (Mangkunegara in Sinambela, 2018): 1) Quality work, namely neatness and accuracy in working without neglecting the large number of jobs they have, with indicators in the form of neatness, ability and success; 2) Work capacity, namely the number of types of work performed by employees at one time, so that the work can be completed efficiently and effectively in accordance with organizational goals, with indicators such as speed and satisfaction; 3) Responsibility, namely how much employees are able to accept and carry out their work, in addition to being accountable for work results, along with the

facilities and infrastructure used in their daily work behavior, with indicators in the form of work results, decision making, and facilities and infrastructure; 4) Cooperation, namely the desire of employees to contribute vertically and horizontally with other employees, both inside and outside of work so that the results of the work shown will be better, with indicators in the form of cohesiveness and good relations with colleagues and superiors; and 5) Initiative, namely initiative from within the members of the company in completing a job, and being able to work independently without waiting for orders from superiors or showing responsibility in work that has become the obligation of an employee, with the indicator being independence.

There have been many previous research results which state that high work discipline can be one of the factors that significantly influence employee performance improvement (Mangkunegara & Waris, 2015; Esthi & Savhira, 2019; Dapu, 2015; Razak et al., 2018; Pawirosumarto et al., 2017; Andjarwati et al., 2019). Thus, if a person at work is able to comply with and obey all the work regulations that apply to the organization or company where he works, then that person has a high commitment to be serious about doing his job well, so that in the end it can have an impact on work results. Which is more and more satisfying. The higher the level of employee compliance with all work rules and procedures regulated by the organization or company where the employee is located, the work results shown by the employee at work can have an impact on the success of the organization or company in realizing its business or business. That way, without a high level of discipline, it is difficult for organizations or companies to improve the work results of their employees.

However, not always high work discipline can be one of the factors that cause an increase in the work results shown by employees at work. This is evidenced by the results of research stated by Arianto (2013) which states that partially work discipline is not a factor that has a significant effect on improving employee work results. The same is the case with the results of research conducted by Suwuh (2016), Pawirosumarto and Iriani (2018) who say that discipline does not have a significant effect on improving employee work. That way, some research results show that work discipline can have an opposite relationship to employee performance, which means that the higher the level of employee compliance in obeying all work rules and regulations applied by the organization, it is not always accompanied by better work results. Shown by the employee during work.

RESEARCH METHOD

In this research, the research method used is descriptive and verification. Sugiyono (2017) explains that the so-called descriptive research method is a research method aimed at finding out whether or not an independent variable exists, either in one or more variables, by not comparing or relating it to other variables. Meanwhile, Sugiyono (2017) also states that the verification research method, which is a research method that is useful in knowing the causal relationship between variables through a statistical test and calculation,

so that the results obtained are in the form of proof of whether the formulated hypothesis can be rejected or accepted.

The two main variables examined in this study, namely the work discipline variable (X) and the employee performance variable (Y). The main objective of this study is to determine the relationship between the two variables studied, namely to what extent the impact of the level of work discipline of employees on employee performance is getting better at PT. BPR Karyajatnika Sadaya (BPR KS).

The population studied was all employees who were at PT. BPR Karyajatnika Sadaya (BPR KS) and with the total number of samples taken as many as the entire population, as many as 60 respondents. In relation to the total sample size of the population, the sampling method used is a saturated sampling technique, or commonly known as a census.

Data collection was carried out using various methods, including through interviews, where the researcher asked several questions that had to be answered by the employees as sources with the aim of extracting information related to the problem being studied. Then, how to collect data is also done by distributing questionnaires containing several written questions that must be answered by respondents with questions related to the problems being studied. Furthermore, this necessary data can also be retrieved through monitoring, namely the process of collecting information by observing the behavior of other people while working, and literature study which is carried out by reading mandatory books (literature) and other reference sources, for example. by reading articles from journals or from other sources, with topics that still have a relationship with the problem under study.

Then, talking about how to process and analyze data, the data analysis method used is the simple linear regression analysis method, which is calculated using statistical tools in the form of SPSS version 20.0.

RESULTS AND DISCUSSION

Results of data processing

Coefficient of determination (R^2)

Measurement of the coefficient of determination (R^2) aims to measure to what extent the ability of the model to explain variations in the dependent variable with the coefficient of determination which is between 0 and 1.

By referring to the data shown in Table 3, it is known that the value of the coefficient of determination (adjusted R^2) for the variables studied in this study is 0.403 which means that 40.30% of the employee's performance is getting better can be explained by the high and low work discipline shown by each person in carrying out their respective jobs. Thus, it can be seen that the

more obedient a person is to all work regulations that apply to the organization or company where he works can have a significant impact on improving employee performance. Therefore, it may be stated that the variables under study have a relationship with one another.

Table 3 Coefficient of Determination (R^2) Improvement of Employee Performance through A High Level of Employee Discipline

| Model Summary | | | | |
|---------------|------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .635 | .403 | .392 | 3.895 |

Source: Results of Research Data Processing, 2020

Linear regression analysis

To find out whether or not there is an impact caused by the high work discipline variable (X) on the employee performance improvement variable (Y), the statistical calculation uses a simple linear regression analysis method that is calculated using the help of the SPSS version 20.0 software program. It is known that the simple linear regression equation models that can be formulated in this study are:

Table 4 Simple Linear Regression Results Improvement of Employee Performance through A High Level of Employee Discipline

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.579 | 3.394 | | 1.349 | .182 |
| | Work Discipline | .818 | .120 | .694 | 6.813 | .000 |

Source: Results of Research Data Processing, 2020

The results of the simple regression equation model which can be seen in Table 4 show that the impact of high work discipline on improving employee performance can be formulated as follows:

- If the value of variable X is equal to (0), then the value of variable Y = 12,878
- When the value of variable X increases by 1 (one), then the value of variable Y will increase by .634.

$$Y = 12.878 + (.634X) + \epsilon \quad (1)$$

Hypothesis test calculation

In this study, the main hypothesis is that high work discipline has a significant effect on improving employee performance. To test the truth of the hypothesis, the next step that needs to be taken is to do hypothesis testing which is needed to find out the answer about whether the formulated hypothesis is acceptable or not, the calculation is done by determining the critical value (α), where the ρ value is smaller compared to the α level used (of 0.05).

By paying attention to the results of the calculation of the hypothesis test shown in Table 5, it is known that the value of ρ has a smaller number than the α level used, which is 0.05, or $0.000 < 0.05$, so that H_0 is rejected, which means that the level of work discipline is low. Owned by employees at work can have a significant impact or influence on the good or bad results of the employee's work it shows.

Table 5 Hypothesis testing

| ANOVA | | | | | | |
|-------|------------|----------------|----|-------------|--------|------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 593.004 | 1 | 593.004 | 39.096 | .000 |
| | Residual | 879.729 | 58 | 15.168 | | |
| | Total | 1472.733 | 59 | | | |

Source: Results of Research Data Processing, 2020

DISCUSSION

The results of the processing and data analysis that have been described previously show that there is a significant influence between the two variables in this study consisting of a high work discipline variable (X) and an employee performance improvement variable (Y). That way, this shows that the higher or lower the level of work discipline that each employee has at work, the work performance shown by the employee can be better or worse.

The results obtained have conclusions that are not different from some of the previous research results which indicate a relationship between the discipline variable in work and the work results of employees. One example is the research put forward by Turang (2015) which states that there is a significant influence between work discipline and employee work results. Likewise, with the results of research conducted by Parashakti and Ekhsan (2020) which concluded that high work discipline can have a positive impact on employee performance.

CONCLUSION

Based on the explanation of the results of the previous research and discussion, it is known that if the discipline that an employee has in working is getting better, then the work shown by the employee can be even better. Thus, it can be said that the level of work discipline of employees at work can have a significant effect on the good and bad results of the work shown by employees.

The author realizes that there are still some shortcomings that need to be corrected in conducting this research. Therefore, in order for this research to be better in the future, it is better if it is necessary to raise other variables that are still related to the topic under study, especially the variables related to problems regarding employee work results, for example, variables. job loyalty, communication, organizational conflict, corporate culture and other variables.

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