

The Influence of Work Discipline and Motivation on Employee Performance of PT Telekomunikasi Indonesia, Tbk Witel Riau

Diyanah Fadhilah, Romat Saragih

School of Communication and Business Telkom University

diyanahfadhilah@student.telkomuniversity.ac.id, saragih@telkomuniversity.ac.id

Abstract

This research aim to to find the effect of discipline and work motivation on the performance of employees of PT Telekomunikasi Indonesia, Tbk Witel Riau Kepulauan. The research uses quantitative method, with descriptive and causal research methods. The research using SPSS software version 26 for multiple linear regression tests. The technique sampling is saturated sample where the number of respondents is 69 employees of PT Telekomunikasi Indonesia, Tbk Witel Riau Kepulauan. The results showed that employee performance was very good, work discipline was very good and work motivation was very good. Based on multiple linear regression test, discipline and work motivation simultaneously affected the employee performance of PT Telekomunikasi Indonesia, Tbk Witel Riau Kepulauan.

Keywords

Discipline, Motivation, Employee Performance, Human resource, Human capital

1. Introduction

Every company has a mission, which includes growing the company and making a profit (Asghar et al., 2022). HR is the primary function of every company activity (Taylor et al., 2015). Managing human resources is the key to achieving company objectives; therefore, competent human resources are required for company activities to comply with the defined vision and mission (Hijriatin et al., 2021). PT Telekomunikasi Indonesia, Tbk (Telkom) offers technology, information, and communication services. PT Telkom Witel Riau Islands undertook a performance evaluation. An annual performance evaluation is carried out to determine whether performance results have increased or diminished. According to a summary of employee performance data from 2017 to 2019, employee performance values changed. According to a review of employee performance data from 2017 to 2019, employee performance decreased in 2019, and no employees with special category performance scores or exceptional category performance ratings. The category of employees with a performance value of less than 1 percent existed in 2018.

Several factors influence performance, including discipline, leadership, work environment, motivation, work culture, communication, position, dedication, training, and compensation (Boselie, 2014). This research focuses on discipline and motivation as the primary factors that affect employee performance (Destianti et al., 2021). Managers use discipline to raise employee awareness and willingness to obey rules and alter their behavior. According to the results of a recapitulation of employee attendance. The level of employee discipline fluctuated monthly from July to September 2020. The percentage of employees absent due to leave climbed by 3 percent in August compared to the previous month. The percentage of employees absent due to leave declined by 1 percentage point from August to September, falling to 3 percent. This number remains pretty high. The company uses attendance as a sort of disciplinary oversight. Recording attendance is a crucial aspect of human resource management that can determine an employee's factors and performance, salary, productivity, and company advancement.

The next aspect that becomes the primary focus of employee performance research is motivation. Employees must be motivated in order to perform successfully on the job (Salsabila et al., 2021). The researchers want to explore the Effect of Discipline and Work Motivation on Employee Performance at PT Telekomunikasi Indonesia, Tbk Witel Riau Islands.

2. Literature Review

Employee Performance

Performance refers to the acquisition of results that the company can achieve in a certain period of time, both profit-oriented and non-profit companies (Ozbilgin, 2020).

In measuring employees' performance, several dimensions can be used to measure performance.

- a. Working Quantity; focusing on the total number of completed tasks.
- b. Work quality focuses on the quality of each product or output from each complete duty.
- c. Independence; focusing on how employees are able to finish their duties by themselves.
- d. Initiative; focusing on the idea presented by the employee to finish their job.
- e. Adaptability; the ability of employees to adjust to the situation.
- f. Cooperation; how all employees can work together to complete organization goals.

Work Discipline

Work discipline is an effort to consciously and voluntarily obey the rules and norms that apply to the company (Rubin, 2007). There are several dimensions to measure work discipline.

- a. Goals and Abilities; the employees' ability to focus on organization objectives.
- b. Leadership Exemplary; good employee behavior becomes an example for others.
- c. Feedback; how employees give feedback to the organization.
- d. Fairness; every employee applies the same rule.
- e. Supervise; employee always gives the supervise.
- f. Punishment; every undisciplinatory action has consequences.
- g. Firmness; every employee's rule of violation must get the same punishment.
- h. Human Relations; every employee must behave for each other.

Work Motivation

Motivation is the thing that causes and supports a person's behavior to work with enthusiasm to achieve maximum results. In order to meet the needs, there are three dimensions of work motivation (Sullivan, 1989).

- a. Need for achievement
- b. Need for affiliation
- c. Need for power

Research Framework

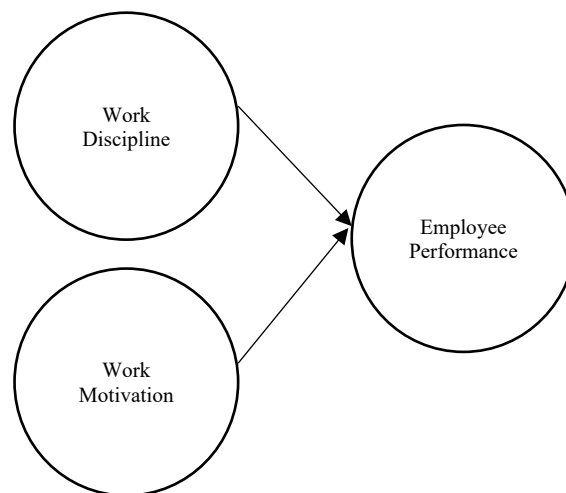


Figure 2. Research Framework

3. Method

The research method used the quantitative method. The research analysis uses descriptive and multiple regression analysis to get the result. The sample in this research is gathered with a saturated sample technique, which means all 69 employees of PT Telkom Witel Kepri are involved in this research.

4. Result and Discussion

Descriptive Analysis

The results obtained based on descriptive analysis of employee responses to employee performance variables have different values for each statement item. The employee performance variable has a percentage of 84.7%, the percentage is on a continuum within very good category.

The results obtained based on descriptive analysis of employee responses to the response work discipline variable have different values for each statement item. The work discipline variable has a percentage of 85.6%, the percentage is on a continuum within very good category.

The results obtained based on the descriptive analysis of employee responses to the work motivation variable have different values for each statement item. The work motivation variable has a percentage of 85.3%, the percentage is on a continuum within very good category.

Multiple Regression Analysis

Multiple regression result is described in the Table 1 as follows.

Table 1. Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.865	.218	3.963	.000
	Work Discipline	.587	.080	.652	.000
	Work Motivation	.139	.062	.201	.028

a. The constant 0.865 means that if there is no Work Discipline and Work Motivation then the prediction of employee performance is 0.865. Based on this, it can be concluded if it is assumed that Work Discipline and Work Motivation are 0. Employee performance is predicted to remain at 0.865.

b. Work Discipline of 0.587 can be assumed if the value of Work Discipline increases by unit and Work Motivation value of 0, the increase in employee performance is 0.587.

c. Work Motivation of 0.139 can be assumed if the value of Work Motivation increases by unit, Work Discipline is 0, the increase in employee performance is 0.139.

T-Test Result

a. Work Discipline Hypothesis Test (X1) on Employee Performance (Y)

The significance of the t-test obtained is 0.000, which is smaller than 0.05. T.value is greater than t.table (7,290 > 1,996). So it can be seen that H0 is rejected, and H1 is accepted, which means that the variable work discipline significantly affects employee performance.

b. Hypothesis Testing Work Motivation (X2) on Employee Performance (Y)

The significance of the t-test obtained is 0.028, which is smaller than 0.05. T.value is greater than t.table (2.246 > 1.996). So it can be seen that H0 is rejected, and H1 is accepted, which means that the variable work motivation significantly affects employee performance.

F-Test Result

F-test result can be seen within the Table 2.

Table 2. F-Test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.749	2	1.374	47.557	.000 ^b
	Residual	1.907	66	.029		
	Total	4.656	68			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Work Discipline						

F-test in Table 2 shows the result f value $>$ f .table ($47.557 > 3.14$), which means the H_0 is rejected, and it means that simultaneously the variables of work discipline and work motivation are affecting employee performance. Meanwhile, the significance of f value $<$ f table ($0.000 < 0.005$) shows that both variables significantly affect the employee performance variable. According to these results, it can be concluded that work discipline and work motivation have had a significant effect against employee performance at PT Telkom Witel Kepri.

5. Conclusion

Based on the results of research conducted on the effect of discipline and work motivation on the performance of employees of PT Telekomunikasi Indonesia, Tbk Witel Riau Islands, several conclusions can be drawn as follows: The employees' performance, work discipline, and work motivation of PT Telekomunikasi Indonesia, Tbk Witel Kepri altogether are within very good category. Meanwhile, based on the hypothesis test result, work discipline and work motivation variables have a significant effect on the employees performance of PT Telekomunikasi Indonesia, Tbk Witel Kepri either partially or simultaneously.

References

- Asghar, F., Mahmood, S., Iqbal Khan, K., Gohar Qureshi, M., & Fakhri, M. Eminence of Leader Humility for Follower Creativity During COVID-19: The Role of Self-Efficacy and Proactive Personality. *Frontiers in Psychology*, 12, 790517. (2022). <https://doi.org/10.3389/fpsyg.2021.790517>
- Boselie, P. *EBOOK: Strategic Human Resource Management: A Balanced Approach*. McGraw Hill. (2014).
- Destianti, V., Fakhri, M., Madiawati, P. N., Nurnida, I., & Kurnia, B. The Effect of Job Stress and Job Motivation Toward Employee Performance in Department of Tourism and Culture Bandung. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 5714–5723. (2021).
- Hijriatin, M., Arwiyah, M. Y., Fakhri, M., & Lutrlean, B. S. The Effect of Work Productivity Toward Employee Performance. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3365–3368. (2021).
- Ozbilgin, M. *International Human Resource Management: Theory and Practice*. Bloomsbury Publishing. (2020).
- Rubin, B. A. Time–Work Discipline in the 21st Century. In B. A. Rubin (Ed.), *Workplace Temporalities* (Vol. 17, pp. 1–26). Emerald Group Publishing Limited. (2007). [https://doi.org/10.1016/S0277-2833\(07\)17001-1](https://doi.org/10.1016/S0277-2833(07)17001-1)
- Salsabila, A., Fakhri, M., Silvianita, A., Wardhana, A., & Saragih, R. The Effect of Organizational Culture and Work Motivation on Employee Job Satisfaction. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 5724–5731. (2021).
- Sullivan, J. J. Self Theories and Employee Motivation. *Journal of Management*, 15(2), 345–363. (1989). <https://doi.org/10.1177/014920638901500210>
- Taylor, T., Doherty, A., & McGraw, P. *Managing People in Sport Organizations: A strategic human resource management perspective* (2nd ed.). Routledge. (2015). <https://doi.org/10.4324/9781315881881>