

Can Work Discipline, Motivation, Influence Employee Performance (Case Study at PT. Bank Syariah Mandiri KCP Ujung Berung)

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Abstract

Human resources have an important function and role for the company, for that the workforce must be able to reflect good performance and in accordance with company expectations. This study aims to determine how respondents respond to work discipline, motivation, and performance at PT. Bank Syariah Mandiri KCP Ujung Berung. The research method used is associative descriptive with a population of employees at PT. Bank Syariah Mandiri KCP Ujung Berung. The sample used is all employees at PT. Bank Syariah Mandiri KCP Ujung Berung. The technique used in this research is simple random sampling and the tool used to analyze is simple regression. The results showed that work discipline and motivation had a positive and significant effect on employee performance at PT. Bank Syariah Mandiri KCP Ujung Berung. This is because if employees work in accordance with the SOP determined by the company and have high motivation, it will improve employee performance. The disciplines that are enforced within the company include work discipline, time discipline, use of office uniforms, and attendance. This makes the environment and working conditions conducive and high motivation, so as to improve employee performance. The suggestion from this research is that leaders or management continue to motivate employees to continue to be disciplined and improve their performance.

Keywords: *Work Discipline; Motivation; Employee performance.*

1. Introduction

Human Resources have an important role in achieving work effectiveness. However, this is one of the factors directly influenced by the good or bad performance of employees at the company. Employee performance problems are a challenge that will always be faced by company management, therefore company management needs to know what factors can affect employee performance, several things that can affect employee performance, namely work discipline and work motivation. In order to achieve increased employee performance, companies are required to have a good view and discipline. On the other hand, work motivation is a psychological process that reflects the interaction between needs, attitudes, perceptions and decisions that occur in employees, so that it can lead to work motivation in employees which has an indirect impact on employee performance.

PT. Bank Syariah Mandiri is one of the sharia banks in Indonesia that has received special attention, both for the government and the wider community with a wide variety of products and services offered and policies implemented. PT. Bank Syariah Mandiri emphasizes on improving the quality of its human resources. Quality human resources are closely related to

the performance of employees in the company which will ultimately determine the success of a company. In carrying out banking services in Indonesia, PT. Bank Syariah Mandiri has many sub-branch offices throughout Indonesia, as well as in the city of Bandung. The performance of PT Bank Syariah Mandiri KCP Ujung Berung can be seen in the chart below:

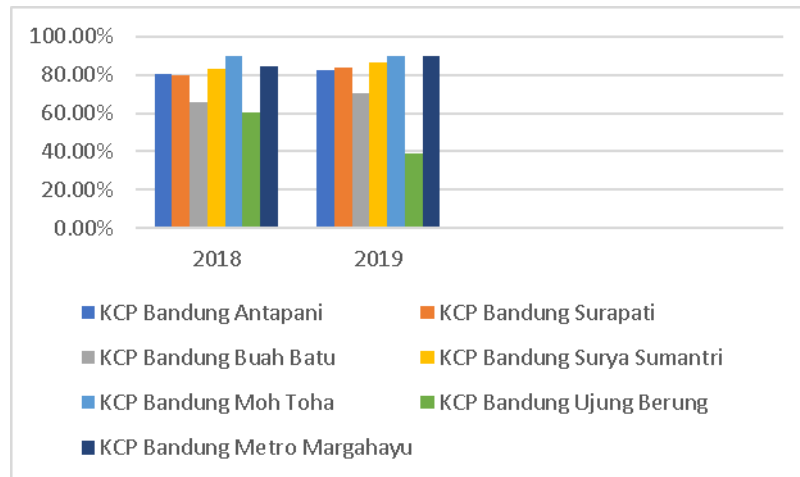


Figure 1. Performance Achievement PT. Bank Syariah Mandiri KCP Ujung Berung
Source: Bank Syariah Mandiri

Figure 1 can be explained that the performance achievement at PT. Bank Syariah Mandiri has almost experienced progress that has increased quite rapidly, although only a few percent, of course this will greatly affect the company's progress in achieving predetermined targets. However, over time, employee performance has decreased quite drastically. This is the condition that happened to KCP Bandung Ujung Berung. In 2019 PT. Bank Syariah Mandiri KCP Ujung Berung has experienced a drastic decline. In 2018 it can be seen that the performance achievement reached 60.15% and in 2019 the percentage of performance achievement was the lowest with a percentage of 30.17% (source: Head Office of PT. Bank Syariah Mandiri in 2019). Further explained by BOSM at PT. Bank Syariah Mandiri KCP Ujung Berung, "various ways will be taken to improve employee performance, for example by providing training or competence, compensation, work motivation, work discipline, better leadership, a comfortable work environment, job satisfaction and the level of work stress experienced. by employees. To get an overview, the authors conducted Pre-Research first. Based on a questionnaire given to employees at PT. Bank Syariah Mandiri KCP Ujung Berung, which consists of 24 questions, where each question represents each indicator that affects performance, consisting of 12 indicators that were carried out pre-research to find an overview of the indicators that have the greatest influence in BSM KCP Ujung Berung. These indicators are work discipline, leadership, work environment, motivation, employee performance, incentives, training, promotion, transfer, job stress, job satisfaction, loyalty. To find out the pre-research results in the following image:

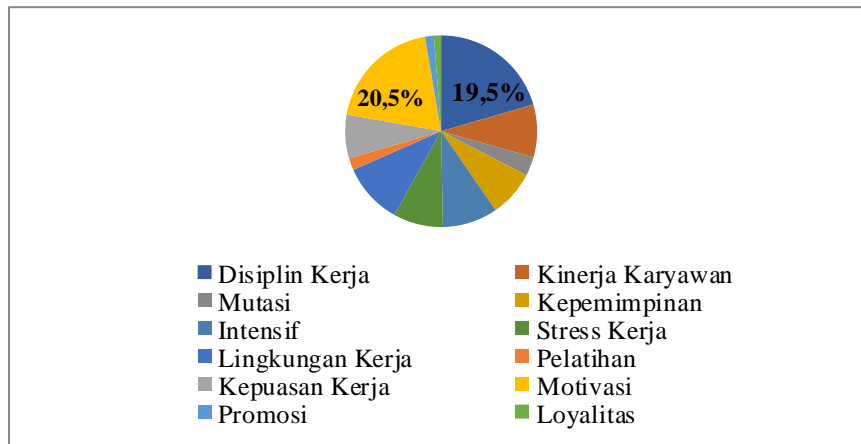


Figure 2. Pre-research Questionnaire Results

Based on a pre-research questionnaire distributed to employees of BSM KCP Ujung Berung, it shows that the indicators of work discipline of 20.5% and motivation of 19.5% are two indicators that are more influencing among other indicators.

PT. Bank Syariah Mandiri KCP Ujung Berung has implemented good discipline for employees so that employee performance runs well. The application of discipline is carried out by the existence of sanctions given if employees are late or negligent in their work. However, at this time there were still some weaknesses that were pointed out by the employees of PT. Bank Syariah Mandiri KCP Ujung Berung where employees often do not come to work, are not responsible for their duties, steal time, often go in and out of the office for personal reasons. So that the company needs to fix its operational activities and it will really take up the company time and money. The following data contains a recapitulation of the absenteeism of PT. Bank Syariah Mandiri KCP Ujung Berung.

Tabel 1. Daftar Absensi Karyawan Periode Agustus-Desember 2019

Month	The number of workers	Be present	Absent Workers				Percentage
			Permission	Sick	Absent	Paid leave	
August	37	36	1	0	0	0	97,2%
September	37	35	1	0	0	1	94,6%
October	37	27	3	2	2	3	72,9%
November	37	26	2	4	3	2	70,3%
December	37	25	2	3	4	3	67,6%

Source: Bank Syariah KCP Ujung Berung

The table above shows that the number of employee attendance is fluid and tends to decrease. The lowest percentage of attendance occurred in December 2019 at 67.6%, meaning that from 37 employees only 25 employees entered. The increasing level of tardiness and absenteeism indicates that employees are less disciplined. Because employees cannot meet the company's target of setting an employee attendance rate of 100% each month, this is a violation of discipline and can be used as one of the factors that causes employee performance at the company to be low. Another thing that can increase employee performance is work motivation. Motivation for employees in an organization can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what they want. The purpose of this research is to find out how

respondents respond to work discipline and motivation and whether work discipline and motivation can affect employee performance.

2. Literature Review

Work Discipline

According to Hasibuan in Jepry and Nanda Harry Mardika (2020), discipline is an operative function in human resource management, which is most important because the better the employee discipline, the higher work performance they can achieve. Meanwhile, according to Hasibuan (2016), good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, morale and the realization of company, employee and community goals. According to H. Mayalayu. S.P. Hasibuan (2017: 194), there are seven indicators of work discipline, including goals and abilities, role models, remuneration, justice, courtesy, witnesses of punishment, assertiveness, humanitarian punishment. Meanwhile, according to Prasetyo and Marlina (2019; 24), the indicators of work discipline consist of, time regulations, dress regulations and attitudes that must be present in work, regulations for doing work given and relationships between work units, and regulations that are enforced in an organization that distinguish which one can do and vice versa. Furthermore, according to Pandi Afandi (2016), the factors that affect the level of discipline of employees of an organization include leadership factors, reward systems, abilities, remuneration, justice, inherent supervision, witnesses of punishment, assertiveness and human relations.

Motivation

According to Hasibuan (in Rianasari Bimanti Esthi and Yusntia Nadia Marwar (2020), motivation is something that can spur to behave or behave with the aim of achieving employee needs so as to provide satisfaction. Meanwhile, according to Hersona and Sidartha (2017), motivation comes from the word motive or thing. - things that give rise to encouragement or circumstances that cause encouragement. Furthermore, an employee needs to increase his motivation first so that he can produce good performance (Rahayu, Rasid & Tannady, 2019). Furthermore, Afandi (2018: 29) states that there is a Several indicators of motivation, namely, remuneration, working conditions, work facilities, work performance, recognition from superiors, the job itself, while according to Sutrisno (2016), there are two factors that influence motivation, namely internal factors and external factors. can influence giving motivation to someone, namely the desire to live, the desire to be able to me have a desire to gain recognition of the desire to power. External factors are working conditions, adequate compensation, good supervision, job security, flexible regulatory status and responsibility.

Performance

According to Kasmir (2016: 182) states that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, according to Mangkunegara (2016: 67), performance comes from the word job performance or Actual Performance (job performance or actual achievement someone has achieved). Performance reflects the desired success of individual / employee behavior in achieving organizational goals.

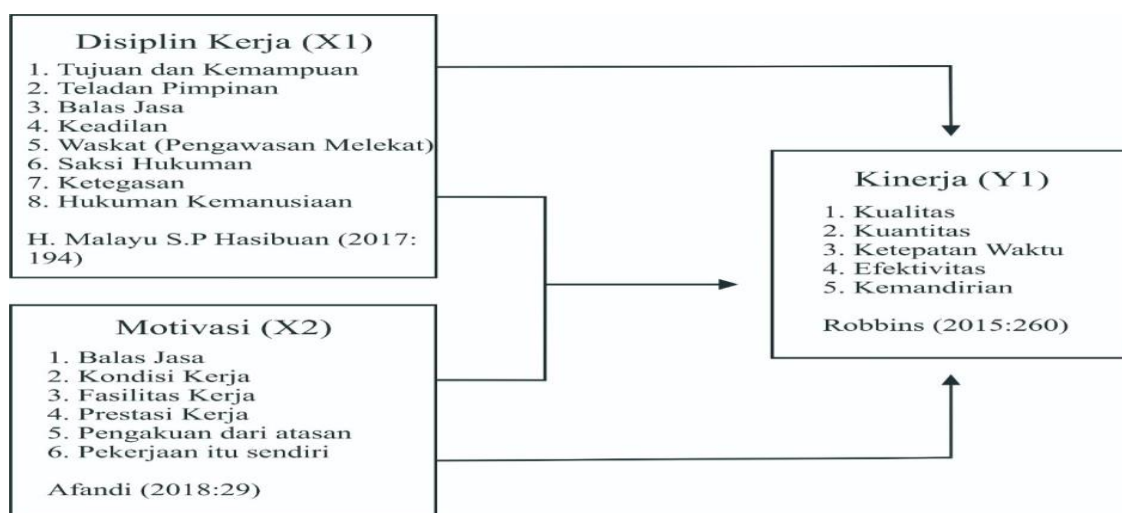
Performance Indicators

According to Robbins (2015; 260), indicators for measuring individual employee performance are quality, quantity, timeliness, effectiveness and independence. Meanwhile,

according to Edison et al (2016), the factors that can affect performance are competence, technology / machines and methods.

Framework

Human resources play a major role in the success of an organization and play an active and dominant role in every activity within an organization or company, it is necessary to plan and manage human resources as well as possible in order to create good work effectiveness, based on this it can be seen that human resources directly affects the good or bad performance of employees in an organization or company. In order to achieve the expected performance of employees, companies are required to have a good view and attitude of discipline, on the other hand, work motivation is a psychological process that reflects the interaction between needs, attitudes, perceptions and decisions that occur in employees, so as to generate work motivation in employees. Some of these things have an indirect impact on employee performance. According to H. Malayu S.P Hasibuan (2017: 194), work discipline variables can be measured through indicators of goals and abilities, exemplary leadership, remuneration, justice, waskat (attached supervision), witnesses of punishment, assertiveness and humanitarian punishment. Effective implementation of work discipline will certainly encourage employee performance to be better. Likewise, motivation variables can affect employee performance, where motivation can be measured through remuneration, working conditions, work facilities, recognition from superiors and the job itself (Afandi 2018: 29). Meanwhile, indicators that can be used to measure employee performance include quality, quantity, timeliness, effectiveness and independence (Robbins 2015: 260). This can be described as follows:



Research Hypothesis

Based on the description above, it can be hypothesized that work discipline can influence employee performance positively and significantly, and motivation variables can positively and significantly influence employee performance.

3. Research Methods

The research method used in this research is an associative descriptive method with a quantitative approach. The independent variable (X1) is work discipline, while the variable (X2) is the employee motivation and performance variable as a variable (Y) or as an independent variable. While the data used in this study are external and internal data with data collection techniques, interviews, distributing questionnaires and observations. The

population of this study were all employees of PT. Bank Syariah Mandiri KCP Ujung Berung Bandung, amounting to 30 employees, and the analysis tool used is simple regression.

Simple Regression

The data analysis technique used is simple regression. This technique is used to measure the influence of the work discipline variable (X1) on employee performance (Y) and the motivation variable (X2) on employee performance (Y). Testing in this research is carried out partially, it can be formulated as follows:

$$Y = a + bX1$$

$$Y = a + bX2$$

Where:

a = Constant

y = Employee Performance Variable

x1 = Work Discipline

x2 = Motivation

b = coefficient

4. Results and Discussion

Based on the data analysis test, the results can be obtained as written in Table 1:

Table 1. The Effect of Work Discipline on Employee Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.311	2.690		1.974	.058
	Work Discipline	.445	.080	.726	5.587	.000

a. Dependent Variable: Employee Performance

The table can be illustrated as follows:

$$Y = 5.311 + 0.445X1$$

Referring to Table 1 regarding the analysis of work discipline on employee performance above, it can be explained that work discipline (X1) has a positive and significant effect on employee performance (Y) with a total influence of 0.445. This is because the work discipline that has been implemented by the company can be implemented properly by employees, this can be in the form of absences, uniforms, attendance accuracy, accuracy in doing tasks according to the time set by the leadership, and all employees will comply with the established regulations. by the company. While the results of data analysis X2 (motivation) on Y (employee performance), can be seen in Table 2:

Table 2. Effect of Motivation on Employee Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	2.073	2.906		.713	.482
	Motivation	.740	.118	.765	6.284	.000

a. Dependent Variable: Employee Performance

The table can be illustrated as follows:

$$Y = 2.073 + 0.740X_2$$

In Table 2, it can be explained that employee motivation (X₂) on employee performance (Y) has a positive and significant effect with a value of 0.740, meaning that employee motivation at PT Bank Syariah Mandiri KCP Ujung Berung has high motivation, because the company always provides motivation in the form of reward, praise, including punishment made by the company in order to improve employee performance.

5. Conclusion

Based on the above discussion, the authors conclude that the study entitled "Can Work Discipline and Motivation Affect Employee Performance" that the work discipline variable (X₁) has a positive and significant effect on employee performance (Y), and the motivation variable (X₂) has a positive and significant effect. significant on employee performance (Y). Then these two variables are able to influence the performance of employees at PT Bank Syariah Mandiri KCP Ujung Berung positively and significantly. It can also be explained that the most influential factor on employee performance is the motivation variable, because the motivation variable is able to contribute or influence as much as 0.740, this is greater than the contribution or influence of the work discipline variable. For this reason, PT Bank Syariah Mandiri is advised to always pay attention to its employees by way of, for example, giving rewards to employees who excel or giving punishment to employees who have low performance. In addition to providing rewards and punishments, they also do gatherings, eat together, exercise together, or give praise so as to create a harmonious atmosphere at work, thereby increasing employee performance.

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