The Effects Of Work Discipline On High Employee Performance

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Abstract: This research aims to determine to what extent the work discipline factor can affect the increase in employee performance at BPJS Ketenagakerjaan at the Bandung Soekarno Hatta Branch Office. As for the population in this study are all employees who work in this company with the number of samples taken as much as the population. which amounts to 35 employees. Therefore, the sampling technique used in this study is saturated sampling (census). For the research method used, namely in the form of descriptive statistical analysis methods and verification. Meanwhile, simple linear regression analysis is a data processing and analysis technique which is calculated using the help of statistical tools in the form of the SPSS 20 for Windows software program. Based on the research results obtained, it is concluded that work discipline has a significant effect on employee performance. Thus, it is stated that the higher the level of discipline of employees at work which is shown through work behavior that is always obedient to all kinds of norms and regulations that apply in the company, the employees can show better work results.

Keywords: Work Discipline, Employee Performance

1. Introduction

It should be noted that the existence of human resources has a very important aspect in realizing the stated organizational goals, especially their role in this challenging era of globalization. Therefore, it is important for an organization to pay attention to the management of its human resources because if the organization experiences a failure in its management, the organizational goals it has set will not be realized, and vice versa (Sari, RNI, & Hadijah, H. S, 2016). The success of an organization or company in realizing the goals it wants to achieve is highly dependent on the quality of its human resources. Even though the organization or company has good resources, such as sophisticated work equipment, effective work methods, as well as a large enough capital and budget, if the human resources are not qualified and do not get serious handling, then the organization or company will having difficulty achieving its goals (Dapu, VA W, 2015).

The Employment Social Security Administration (BPJS), or previously known as Jamsostek (Manpower Social Security) which is managed by PT Jamsostek (Persero), is a public legal entity that is tasked with protecting all workers through 4 employment social security programs consisting of the Accident Security Program. Employment (JKK), Death Security (JKM), Old Age Security (JHT) and Health Care Benefits (JPK), in addition to the addition of a Pension Security which came into effect on July 1, 2015. The vision of this public legal entity is " To be the National Pride of Social Security Administering Body, which is Trustworthy, Good Governance and Excellent in Operations and Services". At present, with an increasingly advanced implementation system, the programs owned by this company not only provide benefits to workers and employers, but also make an important contribution to increasing the nation's economic growth and the welfare of the Indonesian people.

Along with the change in the company's goals, which were initially oriented to profit and now more oriented to public services, employees who work in this company are increasingly required to be able to work more reliably, professionally, and with high performance so that the quality of service provided to workers can become more quality and superior. That way, the existence of human resources who work at this company can be an important aspect in maintaining the continuity of the company in carrying out its daily activities. It's just that, not always employees who work are able to show their best work performance which has an impact on overall company performance. This can be seen through the achievement of employee performance in the 2015-2017 period who are considered to have not yet reached the performance target shown in the table below:

Table 1
Average Key Performance Indicators for BPJS Ketenagakerjaan at Soekarno Hatta Bandung Branch Offices from 2015 to 2017

Perspective	Key Permomance Indicators (KPI)	Weight (%)	2015 Scale (1-6)	2015 Weight X Scale	2016 Scale (1-6)	2016 Weight X Scale	2017 Scale (1-6)	2017 Weight X Scale	Information	
Finance	Increase the receipt of dues and managed funds	10	3.77	0.38	3.77	0.38	4.18	0.42		
	Increase coverage social security recipients	5	0.67	0.03	0.62	0.03	3.03	0.15	**Skala**	**KPI (Realisasi dari Target)**
Customer	Increased participation & BPJS brand equity Employment	30	6	1.8	6	1.8	5	1.5	6	Istimewa (>120%)
	Non network optimization organic	10	6	0.6	6	0.6	6	06	5	Sangat Memuaskan (115% - 119,99%)
Internal Process	Quality of participation	10	4	0.4	4	0.4	4	0.4	4	Memuaskan (110% - 114,99%)
	Service Management	20	6	1.2	5	1	6	1.2	3	Baik (95% - 109,99%)
	Optimization of Digital Services	10	6	0.6	6	0.6	6	0.6	2	Cukup (80% - 94,99%)
Learning and Growth	Increase carrying capacity employees in terms of quantity and quality	5	6	0.3	6	0.3	6	0.3	1	Kurang (<80%)
Total		**100**		**5.31**		**5,11**		**5.17**		

Source: General Affairs and HR BPJS Ketenagakerjaan Bandung, 2020

It should be noted that the performance appraisal technique shown by every employee who works in this company is based on Key Performance Indicators (KPI), which is an individual performance assessment based on the level of performance achievement expressed in the form of a final performance achievement score.

From the data shown in table 1, it is known that the work results shown by employees during work are still not considered to be able to show optimal or poor performance, even though the average value of Key Performance Indicators (KPI) shown is in the very satisfying category. This is because the work targets are deemed to have not met the company's expectations, or the mismatch between the realization of the performance achievement and the work targets that are still not on a scale of 6, which is perfect.

Siagian (2002) argues that the good and bad work results shown by employees at work can be influenced by various factors, including work discipline factors. Below is a table that shows an overview of the level of discipline of employees working at BPJS Ketenagakerjaan at the Bandung Soekarno Hatta Branch Office, which is shown by the level of employee attendance at work in 2017:

Table 2
Employee absentee level at BPJS Ketenagakerjaan at Bandung Soekarno Hatta Branch Office 2017

Month	Information					Number of Employees
	Outstation	Sick	Permission	Late	Paid Leave	
January	17	3	5	4	0	35
February	5	5	9	3	4	35
March	4	6	6	0	0	35
April	18	9	8	1	6	35
Mei	2	13	14	4	5	35
June	25	9	3	2	1	35
July	16	13	9	4	2	35
August	4	12	1	4	3	35
September	7	13	0	5	0	35
October	15	20	0	2	4	35
November	4	9	4	0	1	35
December	28	12	3	3	2	35
Average	**12**	**10**	**2**	**2**	**2**	

Source: General Affairs and HR BPJS Ketenagakerjaan Bandung, 2020

From the employee attendance data shown in table 2, it can be seen that the discipline of employees who work in this company is still not said to be running well because there are still employees who cannot work, which are caused by various reasons, such as employees suffering from illness, moderate leave or apply for permission not to work for a certain period of time. In fact, some employees who work are often found arriving late for work to their workplace, or their arrival at work is not in accordance with the time set by the company. Conditions like this can certainly affect the performance of these employees, where along with the more frequent employees are unable to come to work, due to various reasons, the results of their work are getting worse because their work is often delayed. to be completed in a timely manner.

Work discipline is an operative function of Human Resource Management, where if the level of discipline of employees at work is higher, the better the work performance that the employee can show while working (Hasibuan, 2014). What is meant by work discipline is a person's behavior in accordance with existing regulations, work procedures, or attitudes, behavior and actions in accordance with the regulations of the organization, both written and unwritten (Sutrisno, 2016). There are several dimensions and indicators that can measure the level of discipline of employees at work, including (Singodimejo in Sutrisno, 2016): 1) Obeying time rules, namely obedience to the time rules set by the company, such as being obedient to work hours, hours after work, and hours of rest; 2) Compliance with company regulations, namely obedience to established company rules, such as wearing appropriate clothing and attributes in accordance with company regulations and always being kind and respecting each other; 3) Obeying the rules of conduct at work, namely being obedient to obeying actions or rules in work that are in accordance with predetermined standards, such as always working well in accordance with their duties and responsibilities, always prioritizing the main tasks of work so that they can be carried out with fast, always trying to be professional at work; and 4) Obeying other regulations, namely being obedient to all regulations regarding what employees can and cannot do in the company, such as always carrying out tasks in accordance with the SOP (system operational procedure) set by the company, and being willing to accept reprimands and sanctions if it violates normal or applicable regulations in the company.

Meanwhile, what is called employee performance is the result of work, both in quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2015). There are several dimensions and indicators that can be used in assessing the work results of employees at work, including (Robbins & Judge, 2015): 1) Quality of work, namely the measurement of work results based on employees' perceptions of the quality of work produced, and the perfection of doing tasks which is done by using the skills and abilities of these employees, with several indicators in the form of the level of tidiness and accuracy of employees in carrying out tasks; 2) Quantity, namely the amount produced which is often expressed in terms such as the number of units or the number of activity cycles completed, with several indicators in the form of the level of employee achievement in completing work and the level of work volume with the capabilities of the employee; 3) Timeliness, namely the level of activity that can be completed at the beginning of the stated time, as well as maximizing the time available to do other activities, with several indicators in the form of the level of employees completing their work in a timely and efficient manner, and the level of employees doing their jobs quickly; 4) Effectiveness, namely the level of use of organizational resources (manpower, money,

technology, and raw materials) that can be maximized with the intention of increasing the results of each unit in the use of resources, with an indicator in the form of the level of employees using the right facilities and infrastructure for doing work. ; and 5) Independence, which is the level of an employee who is able to carry out his work function without asking for assistance from the supervisor or asking the supervisor to interfere in the work, with several indicators in the form of the employee's courage to take the job risk, and the level of the employee completing the job without the help of a colleague.

It is stated that work discipline can be one of the factors that affect the work results of employees at work (Sari, R. N. I., & Hadijah, H. S, 2016). This is evidenced by several previous research results which state that high work discipline can have a significant effect on improving employee performance (Azzahra, M., Ayuningtias, HG, Anggadwita, G., & Nurbaiti, A, 2019; Solihin, I. , Nurhadi, N., Syahada, IF, Suandan, E., & Saputri, K. D, 2020; Astuti, EP, & Amalah, N, 2020; Esthi, RB, & Savhira, I, 2019; Dapu, VA W , 2015; Bangun, R., Ratnasari, SL, & Hakim, L, 2019; Soelton, M, 2018; Parashakti, RD, & Ekhsan, M, 2020; Permana, A., Aima, MH, Ariyanto, E., & Nurmahdi, A, 2019; Hidayat, D. A, 2017). That way, it can be said that with a high level of work discipline, employees can show their best work performance at work which has an impact on the performance of an increasingly developing organization or company. In line with the higher level of employee work discipline which is shown through compliance and adherence to all policies, regulations, or work procedures that apply to the organization where they work, the employee concerned can show more satisfying work results compared to other employees. This is due to a strong sense of desire and high morale to be willing to work seriously, so that it has an impact on the results of his work which is getting better.

However, not always the better employee performance can be caused by the high level of employee compliance at work. Several research results have proven that employee discipline at work can have a non-directional or negative relationship with high employee performance (Arianto, 2013; Pawirosumarto, S., & Iriani, D, 2018; Suwuh, M, 2016). That way, the more obedient an employee is in carrying out work in accordance with the rules and work procedures applicable in his company, the better the employee's work is not always followed.

From this explanation, the authors want to conduct a study entitled "The Effects of Work Discipline on High Employee Performance".

2.   Research method

The analysis method used in this research is descriptive statistical analysis and verification statistical analysis. What is meant by descriptive statistical analysis is the method of analysis used to analyze data which is done by describing the data that has been collected as it is without aiming to make general conclusions or generalizations (Sugiyono, 2014). Meanwhile, it is stated that statistical verification analysis is defined as a method of analysis used to determine the relationship between two or more variables under study which is carried out by testing the truth of the previously formulated hypothesis (Sugiyono, 2014).

The variables examined in this study consisted of 2 (two) main variables, including the work discipline variable (X), which acts as an independent / independent variable, and the employee performance variable (Y), which acts as the dependent variable. The main objective of this research is to determine the relationship between the variables studied, namely how much influence the work discipline has on the high performance of employees at BPJS Ketenagakerjaan at the Bandung Soekarno Hatta Branch Office.

The population in this study, namely all employees who work at BPJS Ketenagakerjaan at the Bandung Soekarno Hatta Branch Office, totaling 35 people. In connection with the total population of less than 100 people, the sample taken is as much as the total population. Thus, the determination of the sample in this study was carried out using a saturated sampling technique (census), which is a sampling method in which all members of the population are used as samples.

To obtain the data needed in this study, the collection technique was carried out using various methods, including through literature study, namely data collection by reading, taking notes, studying, and understanding mandatory books (literature) and other references, such as journals and various other articles, which are still related to the problem under study, and through field studies, namely data collection which is carried out by directly observing the object being researched which aims to obtain primary data with several collection methods in the form of observation, interviews, or distributing questionnaires given to respondents.

Then, for the data processing and analyzing techniques used in this study, namely in the form of a simple linear regression analysis method, the calculations are calculated using the help of the SPSS version 20.0 program.

3.   Results and discussion
a. Results of data processing
The coefficient of determination (R^2)

What is called the measurement coefficient of determination (R2) is a measurement that aims to determine to what extent a research model can explain the variation of the independent variable which has a determination coefficient value that is between 0 and 1.

From the data shown in table 3, it is known that the value of the coefficient of determination (adjusted R2) for the variables studied in this study is 0.125, which means that only 12.50% of employee performance is getting better due to employee discipline. in work which is shown through work behaviour that always shows compliance with all applicable regulations in the organization or company. Thus, it can be seen that the more obedient a person is to all work regulations that apply to the organization or company during work can have a significant effect on the good and bad results of the employee's work shown. Therefore, it can be said that the variables examined in this study have a relationship with one another.

Table 3
Coefficient of Determination (R2) The Effect of Work Discipline on High Employee Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353[a]	.125	.098	7.099

a. Predictors: (Constant), Work Discipline
b. Dependent Variable: Employee Performance
Source: Primary Data Calculation Results, 2020

Linear regression analysis

To find out whether the work discipline variable, which acts as an independent variable (X), can have an effect on employee performance variables, which act as the dependent variable (Y), a simple linear regression analysis method is used where statistical calculations are carried out using the help of the SPSS software program. version 20.0. From the results of data analysis shown in table 4, the simple linear regression equation model formed in this study is as follows:

Table 4
Simple Linear Regression Results Effect of Work Discipline on High Employee Performance
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.523	8.455		2.309	.027
Work Discipline	.432	.200	.353	2.167	.038

a. Dependent Variable: Employee Performance
Source: Primary Data Calculation Results, 2020

From the results of the simple regression equation model shown in table 4, it is known that work discipline can be one of the factors that affect employee performance which is getting better with the formula described below:

- If the value of variable X is equal to (0), then the value of variable Y = 19,523

- If the value of variable X has increased by 1 (one), then the value of variable Y will increase by .432.

$$Y = 19.523 + (.432X) + \acute{\varepsilon}$$

(1)

Hypothesis test calculation

As for the main hypothesis in this study is work discipline which has a significant effect on employee performance which is getting higher. In an effort to test the truth of the predetermined hypothesis, the next step that needs to be done is to test the hypothesis which aims to find answers about whether the formulated hypothesis can be accepted or even rejected whose calculations are carried out by determining the critical value (α) in where the value of ρ is smaller than the α level used (equal to 0.05).

From 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 level of α used, which is 0.05, or 0.038 <0.05, so that H0 is rejected, which means that the employee's work discipline can have an impact or a significant influence on employee work results which are getting higher.

Table 5
Hypothesis testing
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	236.635	1	236.635	4.695	.038[b]
	Residual	1663.251	33	50.402		
	Total	1899.886	34			

a. Predictors: (Constant), Work Discipline
b. Dependent Variable: Employee Performance
Source: Primary Data Calculation Results, 2020

b. Discussion

From the results of calculations and data processing that have been described previously, it is known that the two variables studied in this study indicate a significant influence between these variables consisting of the work discipline variable which is the independent variable (X) and the high employee performance variable. which is the dependent variable (Y). Thus, the results obtained show that the level of work discipline that employees have at work can affect the good and bad results of the work shown by employees while working.

The results obtained from this study have conclusions that are almost the same as some of the results of previous studies which indicate a relationship between work discipline variables and employee performance. One example is the results of research conducted by Turang, R. C. (2015) which revealed that high work discipline can have a positive and significant effect on employee performance. Likewise, the results of research conducted by Parashakti, R. D., & Ekhsan, M. (2020) which conclude that high work discipline can have a positive impact on employee work results which are getting better.

4. Conclusions and suggestions

From the results of the research and discussion previously described, it is concluded that high employee performance can be influenced by the level of work discipline that the employee has at work. The higher the level of employee compliance in complying with all company policies and regulations that apply in the workplace, the better the work results shown by the employee concerned. Thus, it can be said that work discipline can have a significant effect on high employee performance.

It needs to be realized that in this study there are still some shortcomings that need to be fixed, so that in the future this research can be even better, it is necessary to add other variables which are thought to be related to the problem under study, especially those that can affect employee performance improvement, such as compensation variables, career development, work environment, work culture, training effectiveness, workload, employee placement, work motivation, and others.

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