The Relationship between Work Discipline and Motivation on Employee Performance at PT. Remaja Rosdakarya

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Abstract---Based on the results of interviews with the HR Manager at PT. Remaja Rosdakarya, employee performance from 2017 to 2018 has decreased. The purpose of this study was to determine the effect of work discipline and motivation, to find out how much the role of work discipline and motivation played, and to find out how much influence the work discipline and motivation had on employee performance at PT. Remaja Rosdakarya. The research method used is descriptive and verificative method with a quantitative approach. The population in this study were employees of PT. Remaja Rosdakarya with the same number of samples with the total population of 59 employees. The results showed that work discipline and motivation had a partial effect on employee performance at PT. Remaja Rosdakarya.

Keywords---Work Discipline, Motivation, Employee Perforrmance.

I. INTRODUCTION

Based on the results of interviews with Ms. Anne as HRD Manager at PT. Remaja Rosdakarya, there are several data that show that employee performance from 2017 to 2018 has decreased. The following is the data from the performance appraisal of PT. Remaja Rosdakarya.

Table 1
Employee Performance Assessment Data Of PT. Remaja Rosdakraya in 2017-2018

No	Performance Aspects	2017		2018	
		Value	Decision	Value	Decision
1	Personal Behavior	75	Enough	72	Enough
2	Basic knowledge	74	Enough	71	Enough
3	Basic Skills	70	Less	71	Enough
4	Achievement of Performance	75	Enough	65	Less
5	Attendance	70	Less	65	Less
	Total	364		344	
	Average	72.8	Enough	68.8	Less

Source : Company data

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Viewed from Table 1 above, this shows that in carrying out the duties and responsibilities of employees it is estimated that the performance is still less than optimal so that the performance decreases from 2017 to 2018. The problem about the decline in employee performance is proof that special attention is needed so that employee performance can maximum. The cause of the decline in employee performance is estimated by work discipline and motivation.

In 2018 employee attendance data shows that from January to December the number of attendance tended to decrease and the decrease in attendance was employees who were sick and absent employees. This can cause work to be disrupted and can affect employee performance decreases. In attendance data of PT. Remaja Rosdakarya shows an indication of problems that occur in the company especially work discipline, should employees have high levels of discipline and correct disciplinary actions so that employees will produce good performance.

II. LITERATURE REVIEW
II.I. Work Discipline
Work discipline is a person's behavior in accordance with regulations, existing work procedures or discipline are attitudes, behavior, and actions that are in accordance with the rules of the organization both written and unwritten (Sutrisno, 2016). Work discipline is the awareness and willingness of someone to obey the rules of the company or organization, both written and written, and do not avoid receiving sanctions if they violate the duties and authority given to them. So that this makes employees responsible for all aspects of their work and improves their work performance which means it will also improve the effectiveness and efficiency of work and the quality and quantity of work. The form of work discipline is preventive discipline (an effort to move employees to follow and comply with work guidelines, rules that have been outlined by the company), corrective discipline (an effort to move employees in a regulation and direct compliance with regulations in accordance with applicable guidelines to the company), progressive discipline (activities that provide heavier punishments for repeated violations) (Mangkunegara, 2013).

Factors that influence work discipline are the size of compensation, the presence or absence of leadership models in the company, the presence or absence of definite rules that can be used as a guide, the courage of leaders in taking action, the presence or absence of leadership supervision, the presence or absence of attention to employees, habits habits that support upright discipline (Sutrisno, 2016; Saudi, 2018). Work discipline is divided into four indicators, namely obeying the rules of time (hours of work, hours of return, timely breaks according to the rules that apply in the company, organization / agency), obeying company regulations (basic rules on how to dress, behave in work), obey the rules of conduct in the work (doing jobs in accordance with the position and duties, responsibilities in the work), obeying other regulations (rules about what is allowed and what should not be done by employees in the company) (Sutrisno, 2016).

II.II. Motivation
Motivation comes from the Latin word movers which means encouragement or driving force. Motivation questions how to encourage subordinates' work passion, so they want to work hard. The effort to grow the willingness to work from employees can be approached through knowledge of the source of the power that drives employees to behave in a certain way. Motivation is important for the company because it is the cause, channel and supporter of human behavior to want to work hard and enthusiastically achieve optimal results. Motivation is increasingly important because managers give jobs to their subordinates to be done well and integrated to the desired goals. Motivation is an impulse to the needs of employees who need to be fulfilled so that employees can adjust to their environment, while work motivation is a condition that moves employees to be able to achieve the goals of their motives, and get satisfaction from the work they achieve.

The purpose of giving motivation to employees is to increase morale and employee job satisfaction, Increase employee productivity, Improve employee discipline, Create good work atmosphere and relationships, Improve good working relationships, Enhance employees' sense of responsibility towards their duties. There are two types of motivation, namely positive motivation means that managers motivate subordinates by giving gifts to those who have good achievement and negative motivation means managers motivate subordinates by giving punishment to those whose jobs are not good. With this negative motivation, the subordinate work morale in the short term will increase, because they are afraid of being punished, but for the long term it will have a bad effect. Positive motivation for the long term while negative motivation is effective for the short term. However, managers must be consistent and fair in implementing them.

II.III. Employee Performance

Performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. employee performance is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. performance is the work produced by employees or real behavior that is displayed according to their role in the organization. Performance also means that the results achieved by a person are of good quality according to the responsibilities given to him. In addition, a person's performance is influenced by the level of education, initiative, work experience, and employee motivation. The work of a person will provide feedback for the person himself to always actively carry out his work properly for the person himself who is expected to produce good quality work. Education influences a person's performance because it can provide broader insights to initiate and innovate and then influence their performance.

Descriptions of performance involve three important components, namely objectives (giving direction and influencing how the organization's expected work behavior towards each person), size (knowing whether a person has achieved the expected performance), assessment (associated with the process of achieving each person's performance goals). The benefits of employee performance include analyzing and encouraging production efficiency, to determine targets or real conditions, then to exchange information between labor and management related to related problems.

The purpose of assessing the performance or work performance of employees basically includes To find out the level of employee achievement so far, Providing matching rewards, Encouraging accountability of employees, To differentiate between employees with one another, Increase work motivation. Usefulness of Performance Assessment namely performance improvement, compensation adjustments, placement decisions, training and development, career planning and development.

Performance appraisal is an effort to compare the actual performance of employees with their expected work performance, (Dessler, 2015). In evaluating the performance of employees not only assessing the physical, but the implementation of the overall work that involves various fields such as the ability to work, craft, discipline, work relations or special matters in accordance with the field and level of occupation he occupies. There are 5 factors in the assessment of popular performance, namely job performance (including accuracy, accuracy, skills, and acceptance of output), the quantity of work (including: volume of output and contribution), leadership needed (including: advice, direction or improvement), discipline (includes: presence, sanction, script, regulation, trustworthiness / reliability and timeliness), Communication (including: relationships between employees and leaders, communication media). Performance measurement is an effort to plan and control the work management process so that it can be carried out in accordance with predetermined goals, work performance assessment is also a process of evaluating and evaluating employee work performance in the past or to predict work performance in the future (Hani Handoko, 2015).

The performance of an employee can be influenced by various factors, both external and internal factors of the employee. performance is generally influenced by three factors, namely:
a.   Individual Attributes, consisting of:
        - Demographic characteristics, for example: age, gender, etc.
        - Characteristics of Competition, for example: talent, intelligence, ability, and skills.
        - Characteristics of Psychology, namely adopted values, attitudes and personality.
b.   Ability to work
c.   Organizational Support

So the conclusion is that the high and low performance achieved by employees is influenced by three things, namely the willingness, support and opportunities provided by the company is an absolutely necessary right while capability is something that is within the employees themselves that can be developed.

Performance criteria types that assess and evaluate employee performance based on specific behavioral descriptions including quality of work, job knowledge, creativity, cooperation, dependability, initiative, personnal qualities.
1.   Quality of work, quality achieved based on the requirements of suitability and readiness of the employee itself.
2.   Quantity of work, the amount of work done in a given period and the time determined by the company.
3.   Job knowledge, knowledge of work and skills.
4.   Creativeness, ideas that come from their own thoughts, then appear and actions to solve problems that arise.
5.   Cooperation, willingness to cooperate with other people.
6.   Dependability, awareness and trustworthiness in terms of attendance and work completion.
7.   Initiative, enthusiasm for completing new tasks and in enlarging its responsibilities.
8.   Personal qualities, leadership and personal integrity of the company.

III. RESEARCH METHOD

In this study the author uses descriptive and verificative research methods with a quantitative approach, to determine the significant relationship between the variables studied so that conclusions will clarify the picture of the object under study. This study focuses on the entire population, namely the subject of 59 employees of PT. Remaja Rosdakarya is used as a sample.

In this study there are three variables including, two variables are independent variables and one variable is the dependent variable.

1. Independent Variables are independent variables where their existence is not influenced by other factors, this variable is a causal factor that will affect other variables, in this study the independent variable is work discipline and motivation.
2. Dependent variables are variables that are influenced by other variables. In this study the dependent variable is performance, which means a work achieved by someone in carrying out tasks assigned to him based on skills, experience and sincerity as well as time.

The stages of data processing that will be carried out are reliability testing and validity test, classic assumption test (normality test, multicollinearity test, heterocedasticity test), regression analysis, hypothesis testing.

IV. RESULT AND DISCUSSION

Based on the responses of respondents to work discipline variables, statements of Mr / Ms always enter work every day on time is known to have an average of 3.41 including the good category. While the statements of Mr / Ms always go home from work every day on time have an average of 3.25 including a fairly good category, statements of Mr / Ms sometimes late coming home from work because the number of jobs in the office has an average of 3.44 including quite good categories , the statement according to Mr / Ms, the break time given by PT. Remaja Rosdakarya are quite sufficient to have an average of 3.35 including a fairly good category, the statement Mr / Ms always wear work uniforms in accordance with regulations made by the company having an average of 3 , 81 including good categories, statements of Mr / Ms always being polite and friendly to fellow workers have an average of 4.02 including good categories, statements of Mr / Ms work in accordance with the duties, authorities, and positions that have been determined PT. Remaja Rosdakarya has an average of 3.64 including the good category, the statement Mr / Ms is always responsible for completing every job given the PT. Remaja Rosdakarya has an average of 3.68 including the good category, the statement of Mr / Ms completing each job properly in accordance with the job target has an average of 3.32 including the fairly good category, and the statement Mr / Ms obey every regulation or policy made by PT. Remaja Rosdakarya has an average of 3.54 including good categories.

Based on respondents' responses to variable motivation, the statement I like challenges in work has an average of 3.58 including good categories. While the statement I can be responsible for work has an average of 3.49 including the good category, my statement received an award for the achievements that I did in the company having an average of 2.98 including a fairly good category, my statement is always maximal in working the same as the group, so that the ability that I have can be channeled to complete work in groups has an average of 3.73 including good categories, my statement given the opportunity by the leadership in giving creative ideas to improve work skills has an average of 3 , 86 is included in the good category, my statement is given a guarantee of satisfactory work and my life needs can be fulfilled having an average of 3.76 including the good category, the statement of the results of the work that I do gets appreciation from all employees having an average of 3.59 including good categories, and statements when I work in the atmosphere da the duration of the company between the workers established good cooperation has an average of 3.66 including the good category.

Based on respondents' responses to employee performance variables, a statement of cooperative relations between fellow workers at PT. Remaja Rosdakarya is very conducive and harmonious having an average of 3.68 including the high category, statement Mr / Ms are always fully responsible for the results of work that has been completed average of 3.37 including a fairly high category, statements of Mr / Ms completing work in accordance with the target set by the company has an average of 3.10 including a fairly high category, statement Mr / Ms have good communication with other fellow employees at PT. Remaja Rosdakarya has an average of 3.49 including the high category, the statement of Mr / Ms completing the work target in accordance with the time given by the company has an average of 2.93 including a fairly high category, the statement of Mr / Ms obey the rules and policies that made in the company has an average of 3.42 including categories high ori, the statement of Mr / Ms always behave well and polite other fellow employees at PT. Remaja Rosdakarya has an average of 3.74 including high category, statement Mr / Ms appreciate each other employee's opinion in work has an average of 3, 90 includes a fairly high category, the statement of Mr / Ms having high creativity in completing work has an average of 3.52 including the high category,

statements of Mr / Ms always being honest in carrying out work have an average of 3.27 including enough categories high, the statement of the Mr / Ms always takes the initiative to produce satisfying work having an average of 3.30 including a fairly high category, the statement of Mr / Ms is able to finish the job well even though with a large number of jobs having an average of 3.12 including the category is quite high, the statement of Mr / Ms always works carefully to minimize errors having ra average of 3.24 including a fairly high category, the statement of Mr / Ms has high loyalty to the company has an average of 3.32 including a fairly high category, statement Mr / Ms have good leadership in work has an average of 3.51 including the high category, and statements of Mr / Ms can motivate employees so that the spirit of work has an average of 3.35 including a fairly high category.

IV.I. Classic Assumption Test

Based on the results of the normality test, the value of sig 0.923 is obtained and this value is greater than 0.05, so that it can be said that the regression model is normally distributed. From the results of the multicollinearity test, the tolerance value of each x variable is 0.427 and this value is greater than 0.10 while the VIF value of each x variable is 2.340 which is still less than 10, so it can be concluded that there is no multicollinearity in the data. The heterocedasticity test results show that the y variable image does not form a clear pattern that is where the points spread both above and below the number 0 on the Y axis. So it can be concluded that this study did not occur heterocedasticity.

IV.II. Analysis of Multiple Linear Regression

The F test shows that the F value is 75.510 and the sig. 0.000 value. This significance value is smaller than the alpha value ($\alpha = 0.05$). If the value of F is compared to the F-table of 3.16 obtained F-count> F-table means that the regression model can be used in this study.

Table 2
Mutiple Regression Analysis

Variable	Regression Coefficient	Std. Error
(Constant)	0.425	0.298
Work Discipline	0.509	0.099
Motivation	0.364	0.106

Source : Data Processing

The regression coefficient value describes if the work discipline and motivation variables are estimated to be constant, then the performance variable value is 0.425. Signs of the regression coefficient of the independent variable indicate the direction of the relationship of the work discipline and motivation variables concerned with Employee Performance. Regression coefficients for independent variables X1 are positive, indicating the existence of a unidirectional relationship between Work Discipline (X1) and Employee Performance (Y). The regression coefficient Work Discipline of 0.509 means that for each increase in Work Discipline (X1) it will cause an increase in Employee Performance (Y) of 0.509. Regression coefficients for independent variables X2 are positive, indicating a direct relationship between Motivation (X2) and Employee Performance (Y). The regression coefficient of X2 variable of 0.364 means that for each increase in Motivation (X2) it will cause an increase in Employee Performance (Y) of 0.364. While the value of the correlation coefficient (R) is 0.854. This shows that there is a very strong relationship between Work Discipline (X1), Motivation (X2), and Employee Performance (Y).

Table 3
Partial Correlation Coefficient Analysis

		Work Discipline	Motivation	Employee Performance
Work Discipline	Pearson Correlation	1	0.757**	0.820**
	Sig. (2-tailed)		0.000	0.000
	N	59	59	59
Motivation	Pearson Correlation	0.757**	1	0.776**
	Sig. (2-tailed)	0.000		0.000
	N	59	59	59
Employee Performance	Pearson Correlation	0.820**	0.776**	1
	Sig. (2-tailed)	0.000	0.000	
	N	59	59	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source : Data Processing

Based on the calculation of the correlation coefficient in table 3, the results of the work discipline correlation coefficient (X1) on employee performance (Y) at PT. Remaja Rosdakarya is equal to 0.820 while the motivation correlation coefficient (X2) on employee performance (Y) at PT. Remaja Rosdakarya is equal to 0.776. In conclusion, there is a very strong relationship between work discipline (X1) on employee performance (Y) at PT. Remaja Rosdakarya and there is a strong relationship between motivation (X2) on employee performance (Y) at PT. Remaja Rosdakarya.

The correlation coefficient obtained between work discipline (X1) and motivation (X2) on employee performance (Y) at PT. Remaja Rosdakarya is equal to 0.854. The correlation value is positive which indicates that the relationship that occurs between the independent variable and the dependent variable is in the same direction, where the better the work discipline is applied and the higher the motivation possessed by the employee, the employee's performance will also increase as well. Based on the interpretation criteria of the correlation coefficient, the correlation value of 0.854 is included in the category of very strong relationships, in the interval 0.80 - 1,000.

IV.III. Pengujian Hipotesis

Tabel 4
Hasil Uji Hipotesis Secara Parsial

Variabel	Regression Coefficient	t	t-tabel	Sig.	Remarks	Conclusion
Work Discipline	0.609	5.125	2.003	0.000	Ho rejected	Significant
Motivation	0.384	3.423	2.003	0.001	Ho rejected	Significant

Source : Data Processing

The value of t variable work discipline of 5,125 is greater than the value of t-table (2.003) means that there is a significant influence between Work Discipline to Employee Performance and the value of t variable motivation of 3.423 greater than the value of t-table (2.003) means that there is a significant influence between Motivation to Employee Performance.

V. CONCLUSION
Research on the effect of compensation and work motivation on employee performance at PT. Remaja Rosdakarya can be concluded as follows:
1. Work discipline has an influence on employee performance at PT. Remaja Rosdakarya, and work discipline have a very strong relationship to the performance of employees at PT. Remaja Rosdakarya.
2. Motivation has an influence on the performance of employees at PT. Remaja Rosdakarya, and motivation have a strong relationship with the performance of employees at PT. Remaja Rosdakarya.

3. Work discipline and motivation have an influence on employee performance at PT. Remaja Rosdakarya, and work discipline and motivation have a very strong relationship to the performance of employees at PT. Remaja Rosdakarya.

Implications for companies include:

1. Work discipline at PT. Remaja Rosdakarya can be improved by the way the company provides warnings and sanctions to every employee who cannot comply with company regulations, especially regarding time regulations because there are still a number of employees who cannot comply with company regulations regarding work hours.

2. Motivation owned by employees of PT. Remaja Rosdakarya can be improved by the company giving an appreciation in the form of appreciation to every employee who is able to excel and contribute more to the company because it can provide benefits to the company because by doing this, employees will feel that their performance is valued by the company.

3. Performance of employees at PT. Remaja Rosdakarya can be improved and improved by the way the company conducts work evaluations at a certain time which aims to analyze and find out what is the main cause of employees not being able to complete the work in accordance with the company's target and the time set by the company to find the solution right so you can fix it.

4. The company conducts an event or activity outside of work that aims to improve and strengthen the relationship between superiors and subordinates and the relationship between employees and other colleagues.

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