

The Influence of Work Discipline and Motivation on The Employee Performance of BKB Nurul Fikri Bandung

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Abstract

This research aims to find out the influence of work discipline, and work motivation on the employee performance of BKB Nurul Fikri Bandung. The research method used in this research is associative research with a quantitative approach. Data collection techniques in this study using a questionnaire with the number of respondents 40 teachers from BKB Nurul Fikri Bandung. The data analysis technique used in this study is multiple regression analysis which is processed using the SPSS version 25 software program. The results of this study indicate that simultaneously, work discipline and motivation have a positive and significant influence on employee performance from BKB Nurul Fikri Bandung by 57,9 %. And partially, each variable also has a positive and significant influence on employee performance from BKB Nurul Fikri Bandung.

Keywords

Work discipline, work motivation, employee performance

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Introduction

All company expect to produce great performance that make company getting bigger and keep the company growing. The success or failure of a company can be influenced by several factors, human resource is one of them. The existence of human resources in company is a key role in carrying out company activities. It has a potential that must developed by company as well as possible so that it can give a positive feedback for the company. Employee must have high determination in order to achieve that company have set. It makes employee to be able to work more effectively, efficiently and productively.

Since March 2020, Covid-19 pandemic hit Indonesia. It cause problem on every aspects. And its effect to company also. Covid-19 makes difficulty for employee to perform at work, which leads to employee productivity in some companies not reach as high as expected. One of the business sector that has been hit hard by Covid pandemic is education services. The government's policy to reduce people's mobility, through restrictions on working from the office, causes employees to not be able to work optimally and as results, employee's performance declined. This is supported by the results of a PPM Management's survey, it is known that decrease in performance levels of employee caused 80% by work stress.

The education industry, including tutoring institutions, also experienced a decline in employee performance, one of them is the Bimbingan dan Konsultasi Belajar (BKB) Nurul Fikri in Bandung. For a tutoring institution, performance level indicators can be measured by the percentage of their students who pass the selections of State University called Seleksi Bersama Masuk Perguruan Tinggi Negeri (SBMPTN). Based on the company's internal data, the percentage of students who passed the SBMPTN decrease from 2018 to 2020, as illustrated in the following table:

Table 1

Number of Students Who Graduated from SBMPTN

No.	Year	Total Number of Students	Number of students who passed SBMPTN	Percentage (%)
1	2018	598	217	36,29%
2	2019	473	153	32,35%
3	2020	450	133	29,55%

Source: BKB Nurul Fikri Regional Administration Data Bandung

Table 1 displays data on the overall number of guidance students, students who passed SBMPTN and the percentage comparison. From the table it is illustrated that there is a decrease that passed SBMPTN on BKB Nurul Fikri in Bandung. In 2018 the number of students who passed SBMPTN amounted to 36.29% of 598 students. Meanwhile, for 2019, it was reduced by 3.94% to 32.35% from 473 students. Then lastly in 2020 the percentage of the number of guidance students who passed SBMPTN again reduced to only 29.55% from a total of 450 guidance students. From the SBMPTN graduation percentage comparison data shows that BKB Nurul Fikri in Bandung is experiencing a decrease in performance at the last two years that needs to be further evaluated.

In an effort to improve the level of employee performance, companies must strive to improve the quality of human resources they have. According to (Kasmir, 2019) factors that affect employee performance include Ability and Expertise, Knowledge, Work Design, Personality, Leadership, Organizational Culture, Job Satisfaction, Work Environment, Loyalty, Commitment, Work Discipline, and Work Motivation. By knowing what can affect employee performance, it is expected that the company can make improvements and performance evaluations directly from its sources.

Singodimedjo (Sulila, 2019) said discipline is the attitude of a person's willingness and willingness to obey and obey the norms of the rules that apply around him. Every employee must have a work discipline in the organization or company. One of the main standards used to measure aspects of work discipline in employees is to look at the attendance list. If the employee's presence is below the standards set then the employee is not able to make an optimal contribution to the organization (Mathis). Discipline is the sixth operative function of human resource management that is paramount because the better the employee discipline, the higher the work performance it can achieve. Without good employee discipline, it is difficult for organizations to achieve optimal results (Hasibuan, 2001).

In BKB Nurul Fikri, teacher discipline is one of the factors that need special attention. This is seen from the start time of teaching activities in the classroom that are not in accordance with the rules

set by the company. Based on employee presence data, the number of teachers who were late in the period January to May 2021 reached 32 people. Some of the reasons for the delay include mis-looking schedules, transport constraints, traffic jams, and various other reasons. With the delay of teachers entering the classroom, it is feared to reduce the spirit of learning students and certainly the teaching time becomes shorter than it should be. Furthermore, it can affect the level of teaching quality which ultimately has an impact on the graduation rate of students in SBMPTN. In addition, teachers will also get sanctions in the form of verbal reprimands, written reprimands, warning letters, and can even be deactivated as teachers.

In addition to work discipline, another factor that affects employee performance is work motivation. According to Handoko ([Mathis](#)) motivation is a state in a person's person that encourages the individual's desire to carry out certain activities to achieve goals. The importance of motivation for employees is to mobilize and direct the potential and workforce and organization to be willing to work successfully, so that they can achieve and realize the goals that have been set before whether it is the employee's wishes or the desire of the organization. Basically motivation encourages employees to be able to work hard to achieve their desired goals ([Rivai, 2009](#)). Therefore, providing motivation to employees, will give encouragement to employees to be more active in working so that it is expected to improve employee performance.

Literature Review

Work Discipline

Discipline shows a condition or appreciation that exists in employees against company rules and regulations. Thus, if the rules or regulations in the company are ignored, or often violated, the employee has a low level of work discipline. On the other hand, if the employee is obedient and obedient to the company's provisions, it describes the condition of a good level of work discipline. Work discipline is the attitude, behavior, and actions of an employee in accordance with organizational rules, both written and unwritten ([Sulila, 2019](#)).

Basically there are many indicators that affect the level of work discipline of employees of an organization. According to Singodimejo ([Sulila, 2019](#)), work discipline is divided into four indicators, including:

1. Obey the rules of time, employees comply with regulations related to working time, including discipline in taking breaks according to the rules
2. Obey company regulations, employees comply with basic rules in the workplace including regulations in work procedures
3. Obey the rules of behavior at work, shown by how to do work in accordance with the position, duties, and responsibilities as well as how to relate to other work units.
4. Obey other rules, employees comply with other rules about what employees in the company can do and what they can't do.

Motivation

Work motivation is to direct the power and potential of subordinates to be willing to work together productively successfully achieving and realizing the goals that have been determined. Furthermore ([Wang, Kim, & Lee, 2016](#)) state that Motivation is a personal condition in a person who encourages an individual's desire to carry out certain activities in order to achieve goals. So the motivation that exists in someone is a driving force that will realize a behaviour in order to achieve the goals of his satisfaction.

David Mc.Cleand ([Sugiyono, Madelan, & Saluy, 2021](#)) explains that motivation is a condition that encourages a person to achieve maximum performance. Motivation literally means giving motive. Someone does something intentionally, there must be an intention or purpose that drives him to take action. A person's basic motive is the person's need for self-respect and honor. Efforts to understand the needs of employees must be accompanied by the formulation of effective work policies and procedures. To do this is not easy but requires hard work and serious commitment from management.

Furthermore, David Mc.Cleand ([Sugiyono et al., 2021](#)) describes three indicators that can be used to motivate people to work:

1. Need for achievement, is the need to achieve success as measured by standards of perfection in a person. This need is closely related to work and directs employee behavior in an effort to achieve certain achievements.
2. Need for affiliation, is the need for love and support in relationships with other people. This need directs behavior to establish close relationships with other people in the organization.
3. Need for power, the need to control and influence others. This need is shared by everyone with a leadership spirit in terms of increasing their self-esteem and reputation because they need their ideas and views to be accepted and applied well by others.

Employee Performance

Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafiqhi, 2013). Employee Performance is the result of work achieved by a person in carrying out the tasks assigned to him (Hasibuan, 2001). According to (Bin, 2015), employee performance is an action what employees do in carrying out the work done by the company. Performance in carrying out its functions is not independent, but always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits. Employee performance is the result of a person's efforts found by the ability of his personal characteristics and perceptions of his role in work (Sari, 2019) There are 5 indicators in measuring employee performance (Robbins, Judge, & Millett, 2015):

1. Quality, measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees.
2. Quantity, is the amount produced and expressed in forms.
3. Timeliness, is the level of activities completed at the beginning of the specified time, in terms of coordination with the outputs and maximizing the time available for other activities.
4. Effectiveness, is the level of use of organizational resources that are determined with a view to improving work results in the use of resources.
5. Independence, is the level of an employee who will be able to carry out work functions independently and demonstrate work commitment and responsibility for his duties

The Effect of Work Discipline and Motivation on Employee Performance

Several previous studies have shown the influence of work discipline and motivation on employee performance, such as research conducted by (Perawati, Lian, & Tobari, 2018) "The Effect of Motivation and Discipline on Employee Performance at the Ministry of Transportation's Directorate of Ports" which showed that motivation and discipline together have a significant influence on employee performance (Kurniawati, 2018). In addition, there is another study studied by Ismet Sulila in 2019 entitled "The Effect of Discipline and Work Motivation on Employee Performance, BTPN Gorontalo" where the results of hypothesis testing showed that discipline and motivation had a significant effect on employee performance (Sulila, 2019) as well as research conducted by Perawati, Bukman Lian and Tobari in 2018 entitled "The Influence Of Compensation, Work Motivation and Discipline On Teacher's Work Performance" where hypothesis testing results show that compensation, work motivation and discipline significantly affect teacher performance (Perawati et al., 2018). Based on the literature review and previous studies, the framework of this research can be described in figure 1.

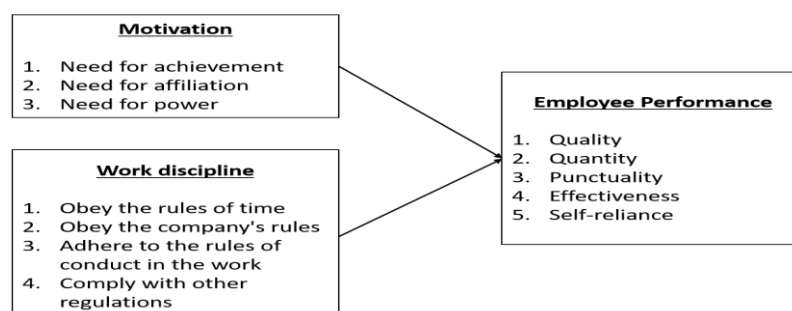


Figure 1. The Research Framework

Hypothesis is the provisional answer to the formulation of the research problem, where the formulation of the research problem has been poured in the form of a question. Based on the framework of thought in figure 1, the hypothesis in this study can be formulated as follows:

H1: There is a simultaneously effect of work discipline and work motivation towards employee performance in BKB Nurul Fikri Bandung

H2: There is a effect of work discipline on employee performance in BKB Nurul Fikri Bandung

H3: There is a effect of work motivation on employee performance in BKB Nurul Fikri Bandung

METHODOLOGY

The object of this research is the teaching staff at BKB Nurul Fikri Bandung. Data collection was conducted in July 2021 using questionnaires distributed to all teaching staff in BKB Nurul Fikri Bandung as many as 49 employees. As a result, there were 40 teachers who filled out questionnaires and became respondents in this study. Before being distributed to respondents, the questionnaire was first tested for validity and reliability testing to ensure the feasibility of the data.

The method used in this study is a quantitative method. Quantitative research is research that measures the level of certain traits, research methods are essentially scientific ways to obtain data with specific purposes and uses. It called quantitative methods because research data in the form of numbers and analysis using statistics. The type of research used is associative research. Associative research is a study that aims to find out the relationship between two or more variables. There are three forms of relationship: symmetrical relationship, causal relationship, and interactive/reciprocity (Sugiyono et al., 2021).

The analysis uses is multiple linear regressions. Multiple linear regression analysis is used by researchers, if the researcher intends to make predictions of how dependent variable values change when the values of two or more independent variables as predictors are raised or lowered in value (manipulated). So a double linear regression analysis will be done if the number of independent variables is minimum 2 variables. Multiple linear regression analysis is used to obtain a comprehensive picture of the influence between independent variables (Work Discipline as X_1 and Motivation as X_2) on dependent variables (Employee Performance as Y). In multiple regression analysis, hypothesis testing will be carried out using the T test and F test which will be carried out using SPSS version 25 data processing software.

Results and Discussions

Correlation Coefficient Analysis

Table 2

Partial Correlation Coefficient Analysis

		X1	X2	Y
X1	Pearson Correlation	1	.431**	.617**
	Sig. (2-tailed)		.005	.000
	N	40	40	40
X2	Pearson Correlation	.431**	1	.682**
	Sig. (2-tailed)	.005		.000
	N	40	40	40
Y	Pearson Correlation	.617**	.682**	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

Source: SPSS Processing Results 25

From table 2 above, it can be seen that the relationship between work discipline variables (X_1) and employee performance (Y) is 0.617. Because the results are in the 0.6-0.799 interval, it can be said that the correlation between the two variables is strong. The relationship between the work motivation variable (X_2) and employee performance (Y) is 0.682. Because the results are in the 0.6-0.799 interval, it can be said that the correlation between the two variables is strong. As for determining simultaneous relationships can be seen from the summary table of the model by

looking at the value R in the following table:

Table 3

Simultaneous Analysis of Correlation Coefficients

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.556	2.510

a. Predictors: (Constant), X2, X1

Source: SPSS Processing Results 25

Based on table 3, it is seen that the correlation coefficient value obtained between work discipline (X₁) and work motivation (X₂) to employee performance (Y) in BKB Nurul Fikri Bandung is 0,761. Based on the interpretation criteria, then the correlation value 0.761 is in the strong relationship category because it is in the interval 0.60 - 0.799..

Hypothesis Testing

Simultaneous Hypothesis Test

Table 4

Simultaneous Hypothesis Testing (Test F)

ANOVA^a

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	320.475	2	160.237	25.432	.000 ^b
1 Residual	233.125	37	6.301		
Total	553.600	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS Processing Results 25

Based on the *output* results in table 4, it shows that $F_{\text{calculates}}$ (25,432) is higher than F_{table} (3.25), meaning that there is a simultaneous influence between work discipline and work motivation on employee performance in BKB Nurul Fikri Bandung. This study is in accordance with previous research conducted by Perawati et al. (Perawati et al., 2018), that the higher the work discipline and the higher the motivation of work, employee performance will increase.

Based on the output of SPSS, obtained *R square* value of 0.579 or 57.9%. Simultaneously the large influence (contribution) between work disciplines (X₁) and work motivation (X₂) on employee performance (Y) on BKB Nurul Fikri Bandung simultaneously amounted to 57.9% while the remaining 42.1% was influenced by other variables not studied in this study such as (a) The basics of individual behavior that include biographical characteristics, ability and learning. (b) Values, attitudes and job satisfaction. (c) Commitment (d) Individual perception and decision-making. (e) Motivation. (Stephen P Robbins & Judge, 2013).

Partial Hypothesis Test

Table 5

Partial Hypothesis Testing (Test t)

Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.088	4.462		1.364	.181
1 X1	.575	.160	.453	3.592	.001
X2	.425	.129	.416	3.305	.002

a. Dependent Variable: Y

Source: SPSS Processing Results 25

Based on the above Table, it can be concluded that:

1. Work discipline (X_1) has $t_{\text{calculate}}$ (3,592) higher than t_{table} (2,026), meaning that there is a positive and significant influence between work disciplines on employee performance in BKB Nurul Fikri Bandung. The result is in accordance with previous research conducted by Endang & Sari (Endang & Sari, 2019) in the Ministry of Transportation's Directorate of Ports that state the higher the work discipline applied, the higher the performance that employees will produce.
2. Work motivation (X_2) has $t_{\text{calculate}}$ (3,305) higher than t_{table} (2,026), meaning there is a positive and influence between work motivation on employee performance in BKB Nurul Fikri Bandung. That is, this study is in accordance with previous research conducted by Sulila (Sulila, 2019) that state if the work motivation increases, then employee performance will also increase.

SPSS data processing results produce the following regression equation: $Y = 6,088 + 0.575X_1 + 0.425X_2$. From the multiple linear regression equations, the constant value marked positive at 6.088 which indicates if there is no change in the variables of work discipline and work motivation, then employee performance is worth with 6,088 value.

Conclusion

Based on the results of research and discussion that has been outlined, it can be concluded as follows:

1. Simultaneously the variables of work discipline and work motivation have a positive effect on employee performance in BKB Nurul Bandung, meaning that every increase in the level of work discipline and the provision of work motivation together, there will also be improvements in employee performance. Therefore, BKB Nurul Fikri management can provide policies, programs, and special attention in order to improve employee work discipline and on the one hand always provide work motivation so that employees remain passionate and focused in achieving organizational goals..
2. Partially the work discipline variables affect the performance of BKB Nurul Fikri employees in Bandung, meaning that every increase in the level of work discipline, eating will also increase employee performance. Therefore, BKB Nurul Fikri management can improve it by giving punishment or a strong rebuke to employees who always arrive late so that employees feel deterrent and will not make the same mistakes. Both punishment in the form of verbal reprimands, written reprimands, warning letters (SP) can even be deactivated as teachers.
3. Partially the work motivation variables affect the performance of BKB Nurul Fikri employees in Bandung, meaning that every time there is an increase in the provision of motivation, there will be an increase in employee performance. Therefore, BKB Nurul Fikri management can improve by increasing motivation where superiors provide direction and input to each employee and reward if they can increase the percentage of students who can pass SBMPTN.

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