

**THE EFFECT OF DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE  
PERFORMANCE OF PT INDOFOOD CBP SUKSES MAKMUR TBK  
PEKANBARU BRANCH**

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**Abstract:** *The research was conducted on PT Indofood CBP Sukses Makmur Tbk Cabang Pekanbaru that aimed to figure out the impact of discipline and motivation on performance of employees, either simultaneously or partially. The population of the research was all of the employees of the PT Indofood CBP Sukses Makmur Tbk Cabang Pekanbaru. Total sample of 80 respondents on PT Indofood CBP Sukses Makmur Tbk Cabang Pekanbaru. The sampling technique used is simple random side and multiple linier regression analysis method by using SPSS Version 20. Simultaneous regression (F test) showed that the independent variables studied (work discipline and work motivation) together (simultaneously) have a significant influence on the dependent variable (performance of employee). Partial test (t test) shows, the independent variables have a significant effect on performance of employees. There is a high contribution of the variable discipline and motivation on the performance of employees in PT Indofood CBP Sukses Makmur Tbk Cabang Pekanbaru, the illustrated by the coefficient of determination obtained.*

**Keywords:** *discipline, motivation, performance of employee*

## **1. Introduction**

Human resources have a very strategic position in a company, meaning that the human element plays an important role in carrying out its activities to achieve goals. Humans always play an active role in every activity of the organization because humans as planners, actors, and determinants of the realization of organizational goals. Therefore, the company's success in achieving its goals does not depend only on the technology owned by the company, but also depends on the human resources aspect owned by the company. So that companies need potential human resources, both leaders and employees, who can make a good contribution and carry out optimal duties and obligations to achieve company goals.

The success of the company is influenced by the individual performance of its employees; Therefore, the company will strive to improve the performance of its employees so that the company's goals can be achieved. Employee performance is what influences how much they contribute to the company, including output quantity, output quality, output period, workplace attendance, and cooperation. Performance is the result or level of success of the individual during a certain period of time in carrying out the task compared to various possible standards of work, targets or criteria that have been determined in advance or have been mutually agreed upon. Thus,

performance is important for companies and employees, so that employee performance will run effectively if it is supported by motivation and work discipline.

Based on the preliminary survey, the researchers obtained information on motivation and work discipline as well as employee performance through the HRD Manager; which stated that the employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch performed quite well but were less motivated at work and lacked work discipline. This can be seen from the actions of employees who are less enthusiastic in carrying out the tasks or work assigned to them and sometimes attendance at work is not on time.

The current situation shows that there are some employees who do not attend briefings, are passive towards work, are not punctual in completing their work, and there are still some employees who leave their duties during working hours without valid information. This condition is a problem for the company's performance. This requires the role of a leader who can motivate employees to carry out their work optimally.

PT Indofood CBP needs to create working conditions that can increase employee job satisfaction considering that employee motivation and work discipline are not optimal in achieving the expected performance, for example, being late for work, the absence of awards for outstanding employees, work that does not meet targets, and delays in carrying out work. With good motivation and work discipline, each individual employee will always maintain a good job and not let his work be neglected. With the application of this attitude, the company's performance will increase with the effectiveness of employee performance.

The performance assessment of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch produces a final score that reflects the employee's contribution to the overall performance of the work unit and is called Achievement (P). Individual performance appraisal based on a statement regarding the work goals to be achieved and has been targeted by an employee in one period and agreed upon by his superior is usually called the Individual Work Target (SKI).

Achievement Value (NP) is generated through the following conversion:

**Table 1. Conversion of Achievement Value**

Value Range		Achievement Value	Description
Value	% Performance		
4.6-5.0	> 120	Excellent	Very beyond expectations
3.6-4.59	(111-120)	Very Good	Beyond expectations
2.8-3.59	(91-110)	Good	Meet expectations
2.4-2.79	(80-90)	Fair	Most live up to expectations
<2,4	< 80	Poor	Didn't live up to expectations

*Source: Data from PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, 2019*

The individual assessment system of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, in general, has 2 basic elements, namely:

- a. Individual performance, which contains targets (work programs) or performance targets to be achieved,
- b. Individual competence, consisting of:

- 1) Care competency which includes the core values of the company that every individual must possess,
- 2) Specific competency, which consists of:
  - Skill and knowledge, which includes the level of individual skills and knowledge required by each job according to its competence,
  - Personal quality, which includes the personal qualities required by every role in the company, both managerial and non-managerial.

**Table 2. Recapitulation of Individual Work Targets (SKI) of PT Indofood CBP Sukses Makmur Tbk, Pekanbaru branch 2016-2018**

No	Achievement	2016		2017		2018	
		Number of employees	%	Number of employees	%	Number of employees	%
1	Excellent	-	-	2	0.50	3	0.75
2	Very Good	41	10.36	35	8.79	39	9.73
3	Good	235	59.34	241	60.56	258	64.34
4	Fair	102	25.76	96	24.12	93	23.19
5	Poor	18	4.54	24	6.03	8	1.99
Total Number of Employees		396	100	398	100	401	100

*Source: Data from PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, 2019*

The table above shows the individual performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, which is assessed based on a work program that can be completed on time by an employee within one period as planned. Throughout 2016 – 2018 the most performance appraisals were in the Good position, while the Very Good and Excellent positions were still relatively low. This shows that the employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch have positive behavior towards the company, such as discipline and high work motivation in carrying out the tasks that are their responsibility.

Based on the description above, the author is interested in conducting research with the research title: **"The Effect of Discipline and Work Motivation on Employee Performance at PT Indofood CBP Sukses Makmur Tbk Pekanbaru Branch"**. The formulation of the problem is:

- 1) Does discipline affect the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch?
- 2) Does work motivation affect the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch?
- 3) Do discipline and work motivation affect the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch?

This study aims to determine the effect of discipline and work motivation on the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch either partially or simultaneously

## **2. Theoretical Study**

### **2.1 Performance**

According to another opinion, Mangkunegara (2011: 67) employee performance (work achievement) is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Bangun (2012:231) performance is the result of work achieved by someone based on job requirements.

Based on the understanding of performance from some of the opinions above; it can be concluded that performance is a comparison of the work achieved by employees with predetermined standards. Performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities assigned to him.

According to Mahmudi (2015: 19-20), performance is a multidimensional construct that includes many factors that influence it. These factors are:

- 1) Personal/individual factors, including knowledge, skills, abilities, self-confidence, motivation, and commitment of each individual.
- 2) Leadership factors, including quality in providing encouragement, enthusiasm, direction, and support given by managers and team leaders.
- 3) Team factors, including: the quality of support and enthusiasm given by co-workers in a team, trust in fellow team members, cohesiveness, and closeness of team members.
- 4) System factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes, and performance culture within the organization.
- 5) Contextual (situational) factors, including pressures and changes in the external and internal environment.

Bangun (2012:233) states that to facilitate employee performance appraisal, work standards must be clearly measured and understood. Performance appraisal is measured by 5 indicators, namely:

- 1) Quantity of work, namely the number of jobs produced by individuals or groups as requirements that become the standard of workers,
- 2) Quality of work, i.e., every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job,
- 3) Punctuality. Each job has different characteristics, for certain types of work must be completed on time, because it has dependence on other jobs,
- 4) Ability to work together. Not all work can be completed by only one employee, for certain types of work may have to be completed by two or more employees. Employee performance can be assessed from the ability to work with other co-workers,
- 5) Attendance. A certain type of work requires the presence of employees in doing it according to the specified time.

### **2.2 Work Discipline**

Discipline is the most important function of human resources and the key to achieving goals because without good discipline it is difficult to achieve maximum goals. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2013: 193). Meanwhile, according to Singodimedjo in Sutrisno (2015: 86), discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him.

Disciplinary action is used by companies to provide sanctions for violations of work rules or expectations. Meanwhile, complaints are used by employees who feel that their rights have been violated by the company or organization.

From some of the meanings above, it can be concluded that discipline is the attitude or behavior of a person who with his awareness and willingness to follow the rules and norms that apply in the company, both written and unwritten.

Hasibuan (2013: 194) suggests that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness and willingness in discipline means that employees always come and go home on time, do all the work well, comply with all organizational regulations and applicable norms. Based on these points, the author will use these points as research indicators.

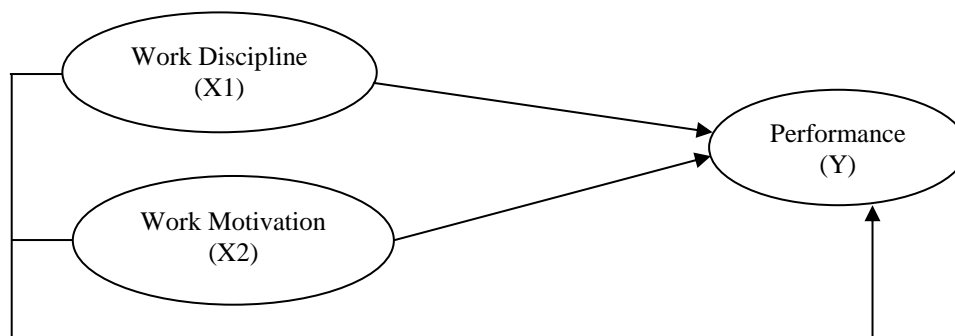
### **2.3 Work Motivation**

According to Rivai (2011: 455), motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is part of the activities in the process of coaching, developing and directing humans as workers. Meanwhile, according to Hasibuan (2013:143), motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction.

Based on the understanding of motivation from some of the opinions above, it can be concluded that motivation is a driving factor that can create employee morale to achieve organizational goals. In other words, motivated people will put in more effort than those who are not.

According to Suwatno (2011: 177), employee motivation is influenced by physical needs, the need for a sense of security and safety, social needs, the need for self-esteem and the need for self-realization. Then from these factors, they are derived into indicators to determine the level of work motivation of employees, namely:

- 1) Physical needs  
Physical needs are indicated by the most basic needs such as eat, drink or other very basic physical needs.
- 2) Security needs  
The need for security is the need for protection from threats, danger, conflict, the environment, not only in a physical sense, but also mentally, psychologically, and intellectually.
- 3) Social needs  
Social needs are the need to feel belonging, the need to be accepted in a group, affiliation, interaction, and the need to love and be loved.
- 4) The need for self-esteem  
The need for self-esteem is the need to be respected, valued by others.
- 5) Self-actualization needs  
The need for self-actualization is the need to use abilities, skills, potential, the need to argue, to use ideas, to give an assessment and criticism of something.



**Figure 1. Research Model**

*Source: Fahmi (2017:79), Hasibuan (2013:118)*

## 2.4 Hypothesis

Based on the problem formulation, literature review and review of previous research, three hypotheses were formulated in this study, which include:

H1: It is suspected that work discipline (X1) has a positive effect on employee performance,

H2: It is suspected that motivation (X2) has a positive effect on employee performance,

H3: It is suspected that work discipline (X1) and motivation (X2) have a positive effect on employee performance.

## 3. Research Method

### 3.1 Research sites

The research was conducted at PT Indofood CBP Sukses Makmur Tbk Pekanbaru Branch which is located at Jln. Kaharuddin Nasution KM 12 Pekanbaru.

### 3.2 Population and Sample

The population in this study were employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru Branch, the Department of Production with a total of 401 employees. In this study, the researcher in determining the number of samples used the Slovin approach, with the formula:

$$n = \frac{N}{1 + Ne^2}$$

Description: n = number of samples

N = Total Population (401)

e = Allowance for inaccuracy due to tolerable sampling error (10%)

From the calculation results, the sample used was 80 respondents, all of which were taken from employees of the PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch of the Production Department.

To determine the effect of work discipline and work motivation on the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, multiple regression analysis was used as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$



**Description:**

- Y = Employee performance of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch  
a = Constanta  
X<sub>1</sub> = Work Discipline Variables  
X<sub>2</sub> = Work Motivation Variables  
b<sub>1</sub> = Work Discipline Regression Coefficient  
b<sub>2</sub> = Work Motivation Regression Coefficient  
e = error

The design of the hypothesis test was carried out with the help of SPSS software (Statistical Product and Service Solution) version 20. With the help of the SPSS program, tests were carried out which included data quality tests consisting of validity and reliability tests; then classic assumption test consisting of normality test, multicollinearity test and heteroscedasticity test, autocorrelation test, then hypothesis test consisting of F test (simultaneous) and t test (partial).

## **4. Results and Discussion**

### **4.1 Results**

In the validity test, the calculated r value ranges from 0.298 to 0.979. So, from the test results, it is obtained that the calculated r value is bigger than the r table value (0.2597); it can be concluded that all items from the three variables are declared valid. Then from the results of testing the reliability value, the three variables are above the number 0.6. This means that the measuring instrument used in this study is reliable or trustworthy.

Normality testing aims to determine the distribution pattern of a research data. This is one of the requirements to perform multiple linear regression analysis. Based on the normality test with the Kolmogorov-Smirnov Test, the Kolmogorov-Smirnov Z value is 0.711 and the Asymp.Sig value. of 0.693 is greater than 0.05. So, it can be concluded that the data is normally distributed. To see the results of the normality test, see Table 3 below:

**Table 3. Table of Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Std. Deviation	1,91032197
	Absolute	,079
Most Extreme Differences	Positive	,079
	Negative	-,047
Kolmogorov-Smirnov Z		,711
Asymp. Sig. (2-tailed)		,693

a. Test distribution is Normal.

b. Calculated from data.

*Source: Processed Data from SPSS Version 20, 2019*

From data processing, heteroscedasticity test results are also obtained as follows:

**Table 4. Heteroscedasticity Test**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,341	1,321		1,015	,313
1 x1	,023	,023	,114	,973	,334
x2	-,010	,013	-,088	-,756	,452

a. Dependent Variable: ABS\_RES

*Source: Processed Data from SPSS Version 20, 2019*

From the table data above, it can be concluded that the variables in this study did not have symptoms of heteroscedasticity (Sig. > 0.05), so it was stated that the residuals had the same variance.

From table 5, it can be seen that the value of VIF (1.070) < 10, thus it can be concluded that there is no symptom of multicollinearity among the independent variables.

**Table 5. Multicollinearity Test**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-4,994	2,280		-2,190	,032		
1 x1	,130	,040	,084	3,227	,002	,934	1,070
x2	,814	,022	,951	36,746	,000	,934	1,070

a. Dependent Variable: y

*Source: Processed Data from SPSS Version 20, 2019*

A good regression model is a regression that is free from autocorrelation. To determine whether there is autocorrelation, it can be seen from the Durbin Watson (DW) value.



**Table 6. Autocorrelation Test Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,976 <sup>a</sup>	,952	,951	1,93497	1,990

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

*Source: Processed Data from SPSS Version 20, 2019*

Based on table 6, it is known that the value of Durbin Watson = 1.990. The condition for autocorrelation does not occur if the DW value is between dU to 4-dU. From the Durbin-Watson table, at =5%, k=2, n= 80, we get dL= 1,416, dU=1,568 and 4-dU=2,010. Thus, the value of DW is between dU and 4-Du, which is  $1.568 < 1.990 < 2.010$ . It can be concluded that there is no autocorrelation found in the regression model.

From the results of respondents' responses, they are then distributed into the SPSS version 20 program. To find out how the influence of these factors can be seen using multiple linear regression analysis, in order to obtain the following equation:

**Table 7. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4,994	2,280		-2,190	,032
x1	,130	,040	,084	3,227	,002
x2	,814	,022	,951	36,746	,000

a. Dependent Variable: y

*Source: Processed Data from SPSS Version 20, 2019*

From the table above, the results of the calculation of the relationship between work motivation and work discipline on employee performance can be arranged in a model as follows:

$$Y = -4.994 + 0.814X_1 + 0.130X_2$$

The regression equation above can be explained as follows:

a = - 4.994; this shows that if work discipline and work motivation have a value equal to 0 (zero) then the performance is equal to -4.994. Negative constant values can be ignored because the values of X1 and X2 are not equal to zero (0).

b1 = 0.814; This shows that work discipline has a positive effect on employee performance by 0.814 times for every increase in the work discipline variable.

$b_2 = 0.130$ ; This shows that work motivation has a positive effect on employee performance by 0.130 times for every increase in the work motivation variable.

Analysis of determination in multiple linear regression is used to determine the percentage of the contribution of the influence of the independent variables simultaneously or together to the dependent variable.

**Table 8. Coefficient of Multiple Determination ( $R^2$ )**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976 <sup>a</sup>	.952	.951	1.93497

a. Predictors: (Constant),  $x_2$ ,  $x_1$

*Source: Processed Data from SPSS Version 20, 2019*

From table 8, it is known that the Adjusted R Square value is 0.951. This means that the contribution of the influence of the independent variable (work discipline and work motivation) to the dependent variable (performance) is 95.1% while the remaining 4.9% is influenced by other variables. which were not investigated in this study

## 4.2 Discussion

### a) Work Discipline affects Performance

The t-test analysis in table 7 for the work discipline variable shows the t-count value of 3.227; while the t-table distribution value is 0.10 (10%) of 1.6649; then  $t\text{-count} > t\text{-table}$  and the significance value (Sig.) is  $0.002 < 0.05$ ; this means that individual work discipline variables have a positive and significant effect on employee performance.

### b) Work Motivation Affects Performance

On the work motivation variable, the t-count value is 36,746; while the t-table distribution value is 0.10 (10%) of 1.6649; then  $t\text{-count} > t\text{-table}$  and the significance value (Sig.) is  $0.000 < 0.05$ ; this means that the individual variable of work motivation has a positive and significant effect on employee performance.

### c) Work Discipline and Work Motivation affect Performance

The results of the statistical calculation of the F test show that the F-count is 760,618; and compared with the F-table value of 2.37 with a significance of 10% (0.10). So, it can be concluded that  $F\text{-count} > F\text{-table}$  ( $760.618 > 2.37$ ) with a significant F (Sig.)  $0.000 < 0.05$ ; this means that the independent variables of work discipline ( $X_1$ ) and work motivation ( $X_2$ ) together have a positive and significant effect on the dependent variable of employee performance ( $Y$ ).

### d) Description of Research Object

The number of research sources analyzed based on a questionnaire that was declared valid and reliable were 45 statements. The process of calculating the validated score is done using computer

aids. This is intended to avoid mistakes in calculating the score so that the research can be scientifically justified.

## **5. Conclusion and Suggestion**

### **5.1 Conclusion**

Based on the results of research that has been conducted to examine the effect of discipline and work motivation on the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, it can be concluded that:

- 1) Work discipline affects the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch; Thus, the higher the work discipline of employees, the better the performance produced by employees.
- 2) Work motivation affects the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch; Thus, the better the motivation given by the company to employees, the better the performance produced by employees.
- 3) Discipline and work motivation have a simultaneous effect on the performance of employees of PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch; Thus, good motivation and work discipline will create a conducive atmosphere that can improve employee performance.
- 4) The contribution of discipline and work motivation variables in influencing employee performance variables is 95.1% whose indicators include: always coming and going home on time, doing all the work well, complying with all applicable rules and norms (Work discipline) and physical needs, security needs, social needs, self-esteem needs, self-actualization needs (motivation) and the rest (4.9%) were caused by factors not examined in this study.

### **5.2 Suggestion**

Regarding the results that have been obtained, there are several suggestions that are expected to be able to provide input in the form of ideas or thoughts so that later they can improve the company's progress, including:

- 1) Looking at the test results of employee discipline, it is necessary to pay attention to the factors that can affect the increase or decrease in employee performance. Like doing all the work well (in terms of using work equipment according to its function). This can have an impact on the smooth running of employees in completing the tasks assigned to them so that they are able to carry out their functions better.
- 2) In addition to work discipline, employee motivation at PT Indofood CBP Sukses Makmur Tbk Pekanbaru branch, should pay more attention to factors that affect the increase or decrease in employee motivation. Especially physical needs (health insurance for employees), so that employees are more motivated to improve their performance. By continuing to pay attention to the factors that influence the increase or decrease in employee work motivation, it will be able to help improve performance for the better later which can also bring progress to the company.
- 3) The contribution of motivation and work discipline in influencing employee performance in this study was 95.1% with indicators: always coming and going home on time, doing all jobs well, complying with all applicable rules and norms (work discipline), and physical needs, security needs, social needs, self-esteem needs, self-actualization needs (motivation), thus PT

Indofood CBP Sukses Makmur Tbk Pekanbaru must be able and improve employee discipline and motivation so that employee performance increases, the remaining 4.9 % caused by other factors not examined in this study.

- 4) The success of employee discipline and work motivation in order to achieve better performance cannot be separated from the role of leadership in managing and supervising employees.

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