



Effect of Employee Discipline and Employment Conflict on Employee Achievement of PT. Dodorindo Jaya Abadi Tanjung morawa

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ABSTRACT

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This study aims to determine whether there is an influence of discipline and work conflict on the work performance of employees. The population in this study were all employees who worked at PT. Dodorindo Jaya Abadi Tanjung Morawa as many as 447 employees. The sampling technique used was the Slovin technique with a significance of 10% with a sample of 82 employees. In this study, a questionnaire will be distributed which is measured by a Likert scale. Data analysis used multiple linear regression analysis. The results showed that there was an effect both partially and simultaneously where the discipline variable partially had a t_{count} (6.844) greater than t_{table} (1.990) with a significant (0.00) less than 0.05, while the work conflict variable had a t_{count} value. (-3.269) is smaller than t_{table} (-1.990) with a significant (0.00) smaller than 0.05. Simultaneously, the variables of discipline and work conflict have a value of F_{table} (3.11) and a significance = 5% (0.05), namely F_{count} (31.039) and $sig.a$ (0.000a). This shows that the results of the study accept H_a and reject H_0 , while the coefficient of determination R Square is 0.426. This shows that the variables of discipline and work conflict explain their influence on the work performance by 42.6%. While the remaining 57.4% is the influence of other independent variables.

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1. Introduction

In the face of this rapid globalization, human resources (HR) play a dominant role in the activities or activities of a company. The success or failure of a company in achieving its goals depends on the ability of its human resources to carry out the tasks and responsibilities assigned to it. Therefore, human resource management is usually very necessary in managing and maintaining human resources so that they are always well maintained and of high quality at work. Human resource management is a field of management that specifically studies human relationships and roles in a company. This is due to the importance of management in handling human resources for the benefit of the company.

Each member of an organization certainly has its own interests and goals when he joins the organization. For some employees, the hope of earning a lot of money is the only reason to work. However, for some other employees, money is only one of the many needs that are met through work. For him, working will feel more appreciated by various parties around him than if he does not work. For some, they also think that their work is nothing but to be able to add to their socialization network because from a financial point of view they have been well fulfilled. However, for some, they think that their career is more important than some of the things above, so that the many different expectations and desires of each employee make the management have to be observant in adjusting policies or regulations in order to make them work well.

PT. Dodorindo Jaya Abadi is: a company that has been accredited and established since 1997 by providing a variety of baby products branded Dodo which is ISO 9002 certified so that it has products of international quality. Even though PT. Dodorindo Jaya Abadi has expanded to almost all regions in



Indonesia, but for a company headquartered in Tanjung Morawa – Medan, North Sumatra. The company is experiencing problems with employee performance where employees cannot produce quality work because they are often guilty of completing their work, either in the form of reports or in terms of carrying out other work activities such as: activities related to outsiders such as consumers or suppliers, thus making superiors have to immediately take part in dealing with things that are considered to be in serious trouble.

Employees also often get warnings from their superiors not to do it again, such as: by giving a direct warning by calling the employee or by giving an indirect warning such as: giving the first and second warning letters, but it keeps happening and makes the boss very forced. had to cut his salary for the wrong he had done as a further punishment rather than just a warning. Employees are also considered very undisciplined in their work so that employees are often late for work and often do not complete reports ordered by their superiors on time. This is assessed because employees are not disciplined at work and also have various conflicts that make employees feel uncomfortable at work so they choose to be lazy to work and often do not attend work.

Based on the background of the problem that the researcher has described above which makes researchers interested in researching with the title "The Effect of Employee Discipline and Work Conflict on Employee Work Performance at PT. Dodorindo Jaya Abadi Tanjung Morawa"

According to Sisca, et al (2020:43), discipline is a person's attitude towards the rules and policies that have been determined by the company so that it requires adjustment and willingness. The purpose of implementing discipline within the company is: so that all employees are willing and voluntarily to obey and obey all the rules and regulations that exist in the company.

According to Hasibuan (2016: 194), basically there are several indicators that affect the level of discipline of an organization's employees, including:

- a. Goals and Abilities
- b. Leader's Example
- c. Reply
- d. Justice
- e. Waskat
- f. Penalty Sanctions
- g. Firmness
- h. Human Relations

According to Fajar (2016: 9), conflict is a difference in interests, goals, values, to forms of communication failure, which in turn brings certain implications, including changes in social interaction. These conditions make the conflict bring about major changes in the social balance and bring a new balance to replace the existing balance. According to Hasibuan (2016: 199), there are several things that cause competition and conflict, including:

- a. Purpose
- b. Human Ego
- c. Needs
- d. Differences of Opinion
- e. Misunderstood
- f. Feeling Hurt
- g. Sensitive Feeling

According to Ratnasari and Hartati (2019: 46), work performance is the appearance of the work of human resources in an organization which can be the appearance of individuals or work groups of human resources. According to Sutrisno (2016:152), to measure the behavior itself or the extent to which individuals behave in accordance with what is expected by the organization or institution, namely work performance is generally associated with the achievement of the results of the work standards that have been set, namely:

- a. Work result
- b. Work knowledge
- c. Initiative
- d. Mental agility
- e. Attitude
- f. Discipline of time and attendance

2. Method

2.1 Location and Time

The research was conducted at PT. Dodorindo Jaya Abadi whose address is at Jalan Pelita IV No. 27, KIM Star, Tanjung Morawa. The research time is planned from October 2021 to January 2022.

2.2 Population and Sample

Jaya (2019:10), the population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then drawn conclusions. Jaya (2019:10), the sample is part of a number of characteristics possessed by the population used for research. The population in this study were all employees of PT. Dodorindo Jaya Abadi with a total of 447 employees. The technique for determining the sample is using the Slovin formula with a standard error tolerance of 10% so that as many as 82 samples are obtained.

2.3 Data Collection Method

Data collection through questionnaires is done by asking questions to the parties related to the problem. To assess respondents' responses, the author uses a Likert scale that uses several question items to measure individual behavior by responding to 5 choice points on each question item.

2.4 Validity and Reliability Test

The data obtained need to be tested for accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument (instruments) used are. Based on the research, each questionnaire item variable was tested for validity, all questionnaires had met the valid criteria and were eligible to be used as questionnaires in further research. While in the reliability test, all questionnaire items are reliable variables and can be used as research instruments.

3. Result and Analysis

3.1 Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed.

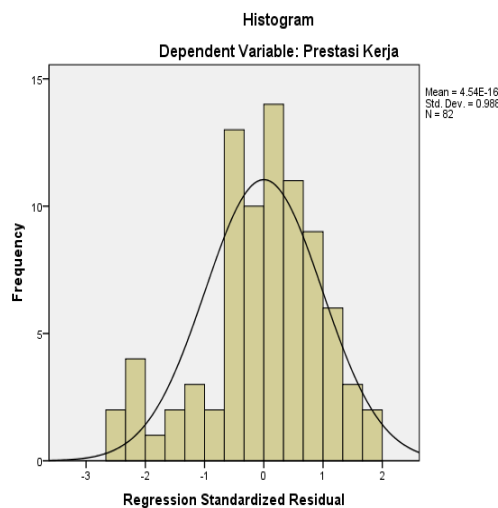


Fig 1. Histogram Graphic

Based on the picture above, it can be seen that the line forms a bell, neither to the left nor to the right. This shows that the data are normally distributed and meet the assumption of normality.



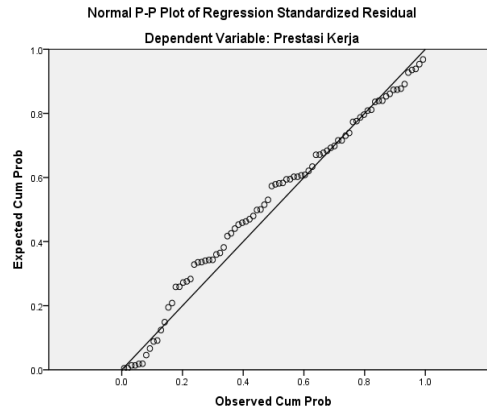


Fig 2. Normal Probability Plot of Regression Graphic

Based on the picture above, it can be seen that the data (dots) spread around the diagonal line and follow the diagonal line. So from the picture it can be concluded that the regression model residuals are normally distributed.

Table 1
One-Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		82
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.33925195
Most Extreme Differences	Absolute	.095
	Positive	.055
	Negative	-.095
Kolmogorov-Smirnov Z		.858
Asymp. Sig. (2-tailed)		.453

a. Test distribution is Normal.

b. Calculated from data.

Source: Research Result, 2021

Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significance value is greater than 0.05, namely 0.453, so it can be concluded that the data is classified as normally distributed.

Multicollinearity Test

The test method commonly used is to look at the Tolerance and Variance Inflation Factor (VIF) value in the regression model where the VIF value is less than 10 and has a Tolerance value of more than 0.1.

Table 2
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Discipline	.992	1.008
Conflict	.992	1.008

a. Dependent Variable: Work Performance

Source: Research Result, 2021

Based on the table, it can be seen that all variables have a tolerance value of more than 0.1 and a VIF value of less than 10 so it can be concluded that there are no problems in the multicollinearity test.

3.2 Heteroscedasticity Test

Heteroscedasticity is a condition where in the regression model there is an inequality of variance from the residuals from one observation to another observation where a good regression model does not occur heteroscedasticity.

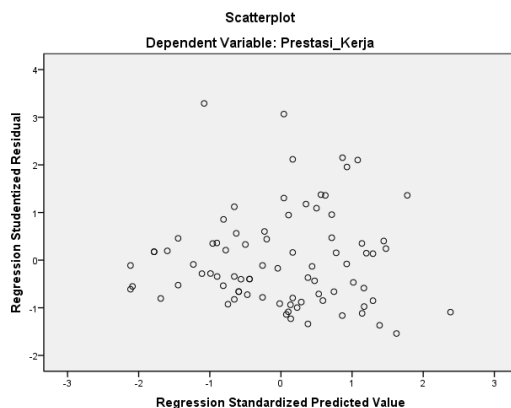


Fig 3. Scatterplot Graphic

Based on the scatterplot graph presented, it can be seen that the points spread randomly and do not form a clear pattern and spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict Work Performance based on the input of the independent variables.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is an analysis to determine whether there is a significant effect between two or more independent variables on one independent variable.

Table 3
Multiple Linear Regression Analysis Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.116	3.521		3.157	.002		
	Discipline	.621	.091	.579	6.844	.000	.992	1.008
	Conflict	-.313	.096	-.276	-3.269	.002	.992	1.008

a. Dependent Variable: Work Performance
Source: Research Result, 2021

$$Work\ Performance = 11,116 + 0,621\ Discipline - 0,313\ Conflict + e \tag{1}$$

Based on the above equation, then: Constant (a) = 11.116. This means that if the independent variables, namely discipline and conflict, have a value of 0, then work performance is 11,116. Where if there is an increase in discipline, there will be an increase in work performance of 0.621. Likewise with work conflict where if there is an increase in conflict then work performance will decrease by 0.313.

3.4 Coefficient Determination

Determination Analysis or also called R Square symbolized by R² is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the influence of the independent variable (X) on the variable bound (Y) is getting weaker. On the other hand, if the coefficient of determination is close to 1, then the influence of the independent variable on the dependent variable is getting stronger. Thus, if the coefficient of determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then the contribution given by the independent variable to the dependent variable is perfect.

Table 4
Coefficient Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 ^a	.440	.426	3.381

a. Predictors: (Constant), Conflict, Discipline

b. Dependent Variable: Work Performance

Source: Research Result, 2021



Based on the table above, the coefficient of determination R Square is 0.440. This shows that the variables of discipline and conflict ability explain their influence on work performance by 44%. While the remaining 56% is the influence of other independent variables not examined in this study such as environment, communication, training and others.

3.5 Simultaneous Hypothesis Test (F Test)

The F test or regression coefficient test is used to determine whether the independent variable simultaneously has a significant effect on the dependent variable. In this case, to find out whether the independent variable simultaneously has a significant effect on the dependent variable or not. The test uses a significance level of 5%. The criteria for evaluating the hypothesis in this F test are:

H₀ Accepted if: Fcount < Ftable,

H_a Accepted if: Fcount > Ftable

Table 5
ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	709.740	2	354.870	31.039	.000 ^a
Residual	903.199	79	11.433		
Total	1612.939	81			

a. Predictors: (Constant), Conflict, Discipline

b. Dependent Variable: Work Performance

Source: Research Result, 2021

Based on the table above, it is obtained that the value of Ftable (3.11) and significant = 5% (0.05), namely Fcount (31.039) and sig.a (0.000a). This shows that the results of the study accept H_a and reject H₀. The comparison between Fcount and Ftable can prove that simultaneously discipline and conflict have a significant effect on work performance.

3.6 Partially Hypothesis Test (t Test)

The t test or partial regression coefficient test is used to determine whether the independent variable partially has a significant effect on the dependent variable or not. In this case, to find out whether the independent variable partially has a significant effect on the dependent variable or not. The test uses a significance level of 0.05 and a two-tailed test. The t test criteria are:

H₀ Accepted if: tcount < ttable

H_a Accepted if: tcount > ttable

Table 6
Coefficient Test

Model	t	Sig.
1 (Constant)	3.157	.002
Discipline	6.844	.000
Conflict	-3.269	.002

a. Dependent Variable: Work Performance

Source: Research Result, 2021

Based on the table above, it can be concluded that discipline and conflict partially have a significant effect on work performance which can be seen in tcount greater than ttable (1.990) and significance less than 0.05.

4. Conclusion

The conclusions that researchers can draw from the results of research that have been carried out are as follows:

- a. The results of the partial test calculation show that discipline and conflict partially have a significant effect on work performance which can be seen in tcount greater than ttable (1.990) and significance less than 0.05.
- b. The results of the joint test calculations obtained that the value of Ftable (3.11) and significant = 5% (0.05), namely Fcount (31.039) and sig.a (0.000a). This shows that the results of the study accept H_a and

reject H_0 . The comparison between F_{count} and F_{table} can prove that simultaneously discipline and conflict have a significant effect on work performance.

- c. The value of the coefficient of determination R Square is 0.440. This shows that the variables of discipline and conflict ability explain their influence on work performance by 44%. While the remaining 56% is the influence of other independent variables not examined in this study such as environment, communication, training and others.

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