

Review Article

The Effect of Work Discipline, Work Motivation, and Teamwork on Employee Performance In Bappeda Pemalang Regency

Sukardi¹, M. Turah Raharjo²

*Faculty of Economics and Business, Universitas 17 Agustus 1945 Semarang
Jalan Pawiyatan Luhur Bendan Dhuwur, Semarang*

Received Date: 29 June 2020

Revised Date: 13 August 2020

Accepted Date: 17 August 2020

Abstract - This study aims to determine the effect of work discipline, work motivation, teamwork on employee performance at the BAPPEDA in Pemalang Regency. The population in this study were all employees of BAPPEDA in Pemalang Regency totaling 76 employees. Sampling using census sampling technique is to determine the number of samples from all existing populations. The samples to be taken in this study amounted to 76 respondents. The data used are primary data by means of a questionnaire—data analysis using multiple linear regression analysis. Based on the results of the study, it can be concluded that there is a positive and significant influence of work discipline, work motivation, and team on the performance of BAPPEDA Employees in Pemalang Regency.

Keywords - Work discipline, Work motivation, Teamwork, and Employee performance.

I. INTRODUCTION

The performance of individual employees strongly influences the success of an organization. According to Winardi (2012), performance is a universal concept which is the operational effectiveness of an organization, part of the organization, and part of its employees based on predetermined standards and criteria. Humans run the organization. Performance is human behavior in playing a role they do in an organization to meet the standards of behavior that have been set in order to produce the desired actions and results.

One factor that influences performance is work discipline. Discipline is an attitude of willingness and willingness to obey all regulatory norms that apply in the surroundings (Amran, 2009). Every agency or organization wants a high level of employee discipline. High work discipline must always be maintained; in fact, it must be improved to be better. The good discipline that reflects the

amount of responsibility someone has for the task given to him. This can encourage the emergence of morale and the achievement of organizational, employee, and community goals. Therefore, every leader always tries to make his subordinates have good discipline. With a high work discipline, it will be able to improve employee performance.

Previous research on the effect of work discipline on employee performance was carried out by Arsyenda and Lating (2013), Utomo (2014),

Hermansyah, and Indarti (2015) and Agustrian (2015) which resulted in a positive and significant effect on employee performance. In contrast to previous research conducted by Rakasiwi (2014), Pricilya, Wuysang, and Tawas (2016), Fuad& Huda (2018), which resulted in work discipline, had no significant effect on employee performance. The different research results show a research gap where the importance of further research on the relationship of work discipline with employee performance.

Another factor that influences employee performance is work motivation. Work motivation is an important factor in improving employee performance. For this reason, human resources that are ready and able to move forward with the organization to achieve the desired common goals is a necessity that can not be negotiable. According to Hasibuan (2009), motivation is employee encouragement or employee mental attitude that leads or encourages behavior towards achieving needs that provide satisfaction. The Importance of Motivation because motivation is the thing that causes, channels, and supports human behavior so that they want to work actively and enthusiastically to achieve optimal results. Motivation is increasingly important because the leader distributed work to subordinates to do well and integrated to the desired goals. Organizations not only expect employees



to be capable, capable, and skilled, but they also have the desire to work hard and achieve good performance.

Besides work discipline and work motivation, an important factor in influencing performance is teamwork. Teamwork is an activity that is managed and carried out by a group of people who are members of an organization. Teamwork can enhance collaboration and communication within and between parts of the organization. Usually, teamwork consists of people who have different expertise so that it is used as a strength in achieving organizational goals (Irawati, 2007). With a solid teamwork / strong will be able to improve the performance of employees in the organization.

Sriyono and Lestari conducted previous research as to the effect of teamwork on employee performance (2013), Saputro (2016) and Sarboini, Surya, and Safiansyah (2017) which resulted in teamwork having a positive and significant effect on employee performance. Unlike the results of research conducted by Lawasi and Triatmanto (2017) that produce teamwork has no significant effect on employee performance. The different research results show a research gap where the importance of further research on the relationship of teamwork with employee performance.

Research on the effect of work discipline, work motivation, and teamwork on employee performance will be conducted on the Employees of the Regional Development Planning Board of Pemalang Regency, in this case, in brief BAPPEDA, BAPPEDA Employees in Pemalang Regency are experiencing problems, namely less than optimal employee performance. First, the level of discipline can be seen from the lack of awareness to be absent, always late, coming home before working hours are finished, if not leaving, there is no information. Secondly, there is a lack of motivation in working because they are not involved in a work team and in the same position, but the workload is different, while for the same benefits, there is a lack of awareness and sense of responsibility in carrying out a job. Third, the lack of synergy/cooperation between employees can be seen from the lack of coordination in carrying out work between one field and another that causes the completion of work to a maximum result.

Based on research problems, 3 hypotheses are proposed as follows :

1. Work discipline has a positive and significant effect on the performance of BAPPEDA Pemalang Regency employees.
2. Work motivation has a positive and significant effect on the performance of BAPPEDA Pemalang Regency employees.
3. Teamwork has a positive and significant effect on the performance of BAPPEDA Pemalang Regency employees.

II. RESEARCH METHOD

The population in this study were all BAPPEDA Pemalang Regency employees totaling 76 employees. Sampling with census sampling technique is to determine the number of samples from all existing populations (Sugiyono, 2006) as many as 76 employees.

The analysis technique using linear regression with SPSS v. 21, while hypothesis testing using t-test and test-F at a significance level of 5%. The classical assumptions test used in this research includes normality, multicollinearity, heteroscedasticity, and autocorrelation test.

III. RESULT AND DISCUSSION

A. Normality test

Data normality tests can be performed using the one-way Kolmogorov Smirnov test. Taking conclusions to determine whether a data follows the normal distribution or not is to assess the significance value. If it is significant > 0.05 then the variable is normally distributed, and vice versa, if it is significant < 0.05, then the variable is not normally distributed. Normality test results using the Kolmogorov-Smirnov Test showed that the significant level of research variables 0.084 > 0.05, then the regression model is normally distributed. Therefore it can be done further process.

B. Classic assumption test

a) Heterokedastisitas

The heteroscedasticity test is done by using the Glejser test that is by testing the level of significance. Heterokedastisitas test results showed no heteroscedasticity because of the significant level of all research variables above 0.05.

b) Multicollinearity

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. In a good regression model, there should be no correlation between free variables. Heterokedastisitas test results showed that the regression model is free of multicollinearity because the regression coefficient between independent variables has a tolerance value of > 0.1 and VIF < 10.

C. The goodness of fit model

a) Coefficient of determination (R^2)

Adjusted R Square coefficient of 0.542. This means that 54.2% of employee performance can be explained by work discipline, work motivation, and teamwork. At the same time, the remaining 45.8% explained by other causes outside the variables of work discipline, work motivation, and teamwork.

b) F test

The F-count results are 30,626 and a significant level of $0,000 < 0.05$. There was a positive and significant effect of work discipline, work motivation, and teamwork on employee performance, or the regression model was feasible.

c) Hypothesis test

Hypothesis test the effect of work discipline on employee performance

The results of the regression coefficient (b1) work discipline amounted to 0.397 and a significant level of $0.026 < 0.05$, then the first hypothesis H1: Work discipline has a positive and significant effect on the performance of BAPPEDA Staff in Pemalang Regency, proven or accepted.

Hypothesis testing the effect of work motivation on employee performance

The results of the regression coefficient (b2) work motivation of 0.500 and a significant level of $0.042 < 0.05$, then the second hypothesis H2: Work motivation has a positive and significant effect on the performance of BAPPEDA Pemalangregency Employees, proven or accepted.

Test the hypothesis of the influence of teamwork on employee performance

The results of the regression coefficient (b3) teamwork of 0.393 and a significant level of $0.036 < 0.05$, then the third hypothesis H3: Teamwork has a positive and significant effect on the performance of BAPPEDA Pemalang regency Employees, proven or accepted.

d) Discussion

The results of the regression coefficient (b1) work discipline are 0.397 and a significant level of $0.020 < 0.05$, then the first hypothesis H1: Work discipline has a positive and significant effect on the performance of BAPPEDA PemalangregencyEmployees, accepted. The results of this study are the same as those conducted by Arsyenda and Lating (2013), Utomo (2014), Hermansyah and Indarti (2015), and Agustrian (2015), which produce work discipline which has a positive and significant effect on employee performance. Discipline is an attitude of willingness and willingness to obey and obey all regulatory norms that apply in the surroundings (Amran, 2009). Every agency or organization wants a high level of employee discipline. High work discipline must always be maintained; in fact, it must be improved to be better. The good discipline that reflects the amount of responsibility someone has for the task given to him. With high work discipline, it will be able to improve employee performance.

The results of the regression coefficient (b2) work motivation is 0.500 and a significant level of $0.042 < 0.05$, then the second hypothesis H2: Work motivation has a positive and significant effect on the performance of BAPPEDA Pemalangregency Employees, accepted. The

results of this study are the same as research conducted by Susan, Gakure, Kiraithe and Waititu (2012), Juniantara (2015), Novyanti (2015) and Agustrian (2015) Rokhilah&Darmanto (2016) which results in work motivation having a positive and significant effect on employee performance. Work motivation is an important factor in improving employee performance. For this reason, human resources that are ready and able to move forward with the organization in order to achieve the desired common goals is a necessity that can not be negotiable. According to Hasibuan (2009), motivation is employee encouragement or employee mental attitude that leads or encourages behavior towards achieving needs that provide satisfaction. The Importance of Motivation because motivation is the thing that causes, channels, and supports human behavior so that they want to work actively and enthusiastically to achieve optimal results. An organization not only expects capable, capable, and skilled employees, but most importantly, they have the desire to work hard and achieve good performance.

The results of the regression coefficient (b3) teamwork are 0.393 and a significant level of $0.036 < 0.05$. The third hypothesis H3: Teamwork has a positive and significant effect on the performance of BAPPEDA Pemalangregency Employees, accepted. The results of this study are the same as the research conducted by Sriyono and Lestari (2013), Saputro (2016) and Sarboini, Surya, and Safiansyah (2017), which results in teamwork having a positive and significant effect on employee performance. Teamwork is an activity that is managed and carried out by a group of people who are members of an organization. Usually, teamwork consists of people who have different expertise. It is used as a strength in achieving company goals (Irawati, 2007). With a solid teamwork / strong will be able to improve the performance of employees in the organization.

IV. CONCLUSION

Based on the results of research on the effect of work discipline, work motivation, and teamwork on the performance of BAPPEDA Pemalangregency, conclusions can be concluded that work discipline, work motivation, and teamwork have a positive and significant effect on employee performance. These results supported previous research results and strengthen the development of human resources theory. The next research is recommended to enlarge the population and develop a research model by mediating variables.

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