The Effect of Discipline and Motivation on Employee Productivity at PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang

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ABSTRACT

This research aims to determine the influence of location management, school quality, and promotion on student decisions. The population in this study were all 10th grade students at Mataram Vocational School, Semarang from 4 majors, namely culinary, fashion, hospitality and automotive. Of the 220 students, researchers needed 146 students as samples using the solvency formula. The results of this research can be concluded that location management has a positive and insignificant effect on student decisions, school quality has a significant positive effect on student decisions, and promotion management has a significant positive effect on student decisions.

INTRODUCTION

The company can be defined as a form of an organization that aims to gain benefits both in the field of services and goods. In the current era of globalization, which makes the interdependence of economic and cultural activities increasingly sharp. There is a lot of competition between companies which then requires human resources (HR) to be able to improve and develop their potential and to be active, creative, innovative, work hard and want to keep learning so they can continue to compete.

To continue to advance and build a company so that it continues to be able to survive and compete, with qualified technology alone it will not be enough if it is not accompanied by reliable and competent human resources (HR). Because those who have a major influence on economic stability are a workforce that is ready for any changes or challenges going forward. Having competent human resources (HR) will support the company in achieving its goals. Therefore, every company will always try to form quality human resources. The quality of human resources can be seen from the performance of the employees themselves.

Hasibuan (2014: 10) Human resource management is a science and art that regulates the relationship and role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. Human resource management (HRM) has the functions of planning, organizing, directing, controlling, procuring, developing compensation, integrating, maintaining, disciplining, and dismissing. Which then aim to make a profit.

Colquitt, LePine, and Weeson in Wibowo (2014: 2) argue that performance is the behavior of human resources (HR) as workers who provide value that is displayed as achievement as a form of contribution, both positively and negatively.

Placing employees in positions that match their skills and fields will greatly affect the performance of the employees themselves. And the good performance of human resources (HR) will also influence the quality of products, both goods and services that will be produced. The importance of having competitive human resources (HR) will make the company achieve maximum results.

Every company as much as possible will seek and make employees serious about their work. With the existence of discipline and work motivation are also factors that affect employee performance.

Discipline is needed, both for the person concerned and for the company. Singodimedjo in Sutrisno (2016: 86) says discipline is a form of respect and willingness to comply with the norms and regulations set by the company. if the work environment applies discipline then all employees will also apply the same discipline. On the other hand, if the work environment does not carry out a disciplined attitude, the employee will also be undisciplined. According to Sutrisno (2009: 87) the disciplinary attitude carried out by employees is a work procedure that has been established, both written and unwritten.

One of the factors that affect the productivity of employee performance is work motivation. Sutrisno (2009:110) motivation is one thing that must be considered if the company wants to have employees with high enthusiasm and contribute positively to their work. Because the existence of motivation can support employees to be able to work optimally and have high enthusiasm in order to achieve optimal results.

Work motivation itself is a driving factor for employees to work in a company. The existence of good work motivation can be a reference for employees to be able to increase work productivity and produce maximum achievement of company goals. The role of employee motivation is an important thing that must be considered. Because employee motivation greatly influences their work productivity. Companies must be able to make employees stay productive in carrying out their duties. For this reason, it is important for employees to increase work discipline and motivation.

Productivity is a measure of performance, including effectiveness and efficiency. Effectiveness with regard to achieving goals. Meanwhile, efficiency is the ratio of the effective output to the input required to achieve it. Employee work productivity factors are influenced by ability, work enthusiasm and environment, according to Wibowo (2014: 94)

PT. Kereta Api Indonesia (Persero) is a State-Owned Enterprise engaged in the field of rail transportation services. Prior to the change to PT. Kereta Api Indonesia (Persero) was originally PJKA (Railway Bureau Company) and then changed to PERUMKA (Railway Public Company) and finally became PT. Kereta Api Indonesia (Persero) as one of the State Owned Enterprises (BUMN).

PT. Kereta Api Indonesia (Persero) has a vision and mission, the vision of PT. Kereta Api Indonesia (Persero) is to become the best transportation ecosystem solution for Indonesia, while its mission is to provide a safe, efficient, digital-based and rapidly growing transportation system to meet customer needs. To develop integrated mass transportation solutions through investments in people, infrastructure and technology. To advance national development through partnerships with stakeholders, including initiating and implementing the development of important infrastructure related to transportation.

Sintelis Divre III Palembang includes 8 resorts, including; Resort Kertapati, Serdang, Prabumulih, Niru, Mount Megang, Muara Enim, Lahat, Lubuk Linggau. Each Resort includes several stations. Each Sintelis Resort is operated by one Head of the Technical Maintenance Unit (KUPT), two Heads of the Preventive Care and Corrective Care Unit SUB (KASUBNIT PV & PB), and Negative Check Officer (PNC) personnel.

Sintelis employee performance at PT. Kereta Api Indonesia (Persero) Divre III Palembang in 2015 was quite satisfactory. This was proven by the achievement of the target of freight transport in 2015. However, from 2016 onwards until 2018 employees experienced complex problems in carrying out their work. The quality of synthetic equipment such as signals, block planes, electrification of electrical signaling programs and other supporting facilities has not been optimally met, and the existing human resources are not in proportion to the number of targets set by the company. As a result, employee performance is not optimal.

Then in terms of work motivation, companies often try to increase employee job satisfaction through bonuses and qualified salaries. but from the information obtained by the author, in recent years several things have happened to employees such as a lack of morale. The above shows a decrease in employee motivation, which if left unchecked will have a negative impact on the company.

Discipline

According to Sutrisno (2016: 86) discipline is an attitude that is willing to comply with existing and established rules and norms. Meanwhile, another opinion from Lettainer in Sutrisno (2016: 87) also defines discipline as an attitude that exists in employees so that they can and participate in carrying out rules, decisions and values that have been set. However, discipline is also defined as the willingness of a person/employee to participate in obeying company rules that are currently in effect Hasibuan (2017: 53).

In a work environment the application of discipline needs to be done. The enactment of the regulations that have been made by the company and must be obeyed is one of the benchmarks of discipline. Discipline itself plays an important role in the progress of the company in order to guarantee order, smooth implementation so that it is in accordance with what the company expects.

Work Motivation

According to Hasibuan (2014: 143) work motivation towards employees is a form of appreciation and also a driver which plays a very important role so that employee performance productivity is maintained and also increases. The importance of the motivational aspect so that this aspect absolutely gets serious attention for higher-ups.

Because human needs are complex, which includes not only material but also psychological, so that giving motivation to employees must be considered in a complex manner, namely financial needs that are appropriate and so on. With this motivation, it is expected that employees can work more enthusiastically in order to achieve high work productivity in accordance with the needs of the company. According to Munir (2017: 37) there are several factors that affect work productivity, skills, qualified education, attitudes and work ethics, work motivation, health, income earned, social security and production facilities. In other words, work motivation also influences work productivity. with work motivation employees have reasons to be able to continue to operate optimally.

Definition of Work Productivity

Employee work productivity can be interpreted as a relative output benchmark that can be achieved by utilizing combined inputs. Which can be interpreted the higher the level of productivity achieved, the more expenses will be obtained.

One of the goals of natural resources is to create workers who have productive work skills. Because it is work productivity that will produce output from the work of employees. Good productivity will produce a good quantity of work as well.

Munir (2016:39) productivity is closely related to mindset. When a person has productive thoughts, he tends to do productive things. People who are productive will produce a good level of production. Both qualitatively and quantitatively.

To see and measure a person's productivity can be seen from how a person works, and how the methods and ways of working that he applies. Someone who can use the right methods and ways of working shows the productivity of that person. So the importance of training for each field of work, Munir (2016: 61).

RESEARCH METHODS

Questionnaire is a data collection technique carried out by researchers to respondents who aim to obtain data or information related to the research topic. This study used a closed questionnaire form to make it easier for respondents to answer questions with the available choices. In determining the score for the questionnaire answers, the researcher used an ordinal scale with five categories based on the answers provided, namely:

Tabel 1. Scoring Using Ordinal Scale

Answer Choices	Score
Strongly Agree	5
Agree	4
Neutral	3
Don't agree	2
Totally Disagree	1

RESULTS AND DISCUSSION

Linear regression analysis involves studying the dependence of the dependent variable on the independent variable. Another goal is to estimate and predict the overall mean or mean of the dependent variable based on the known independent variables. Multiple analysis is used to determine the effect of work motivation (X1) and work discipline (X2) on employee productivity (Y). The results of simple linear regression analysis in this study are as follows:

Table 2. Multiple Linear Regression Analysis

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	8.424	4.327		1.947	.057
MotivasiKerja	.533	.067	.694	7.997	.000
DisiplinKerja	.289	.100	.251	2.893	.006
a. Dependent Variable: ProduktivitasKerja					

Source: primary data processed using SPSS (2022)

Based on table 4.16, the multiple linear regression equation can be formulated as follows:

$$Y = 8.424 + 0.533X_1 + 0.289X_2$$

The interpretation of the multiple linear regression equation above is as follows:

1. A constant value of 8.424 shows a positive sign which means that if the variables of work motivation and work discipline are considered zero, work productivity is 8.424 units.
2. The regression coefficient value for the work motivation variable shows a positive value of 0.533, which means that if the work motivation variable increases by one unit, work productivity will increase by 0.533 with other variables considered constant.
3. The regression coefficient value for the work discipline variable shows a positive value of 0.289, which means that when the work discipline variable increases by one unit, the work productivity variable will increase by 0.289 with other variables considered constant.

Hypothesis Testing t test (Partial Test)

The t statistical test basically shows how far the influence of one independent variable individually explains the variation of the dependent variable that will be tested (Ghozali, 2013: 98). The size of the ttable is obtained based on the sig 0.05 and dk = (n-k) namely (56-4) = 52 so that the ttable value is 2.00665. The t test results (partial) are as follows:

Table 3. t Test Results (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.424	4.327		1.947	.057
	MotivasiKerja	.533	.067	.694	7.997	.000
	DisiplinKerja	.289	.100	.251	2.893	.006

a. Dependent Variable: ProduktivitasKerja

Source: primary data processed using SPSS (2022)

Based on table 4.17 it can be seen that the results in testing for each independent variable are as follows:

1) The test results for the work motivation variable show a tcount value of 7.997 greater than a ttable of 2.00665 with a significant value of 0.000 <0.05. Then the hypothesis H0 is accepted and Ha is rejected, which means that work motivation affects work productivity.
2) The test results for the work discipline variable show a tcount value of 2.893 greater than a ttable of 2.00665 with a significant value of 0.006 <0.05. Then the hypothesis H0 is rejected and Ha is accepted, which means that work discipline has an effect on work productivity.

Test F (Sultaneous Test)

The F statistical test basically shows whether all the independent or independent variables included in the model have a joint effect on the dependent or dependent variable (Ghozali, 2013). The magnitude of the ftable number is obtained based on the terms sig 0.05 and df1 = k-1 = 4 – 1 = 3 while df2 = n – k = 56 – 4 = 52 so that the ftable value is 2.783. The following are the results of the F test which can be seen in the following table:

Table 4. F Test Results (Simultaneous Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1134.756	2	567.378	43.005	.000[b]
	Residual	699.244	53	13.193		
	Total	1834.000	55			

a. Dependent Variable: ProduktivitasKerja

b. Predictors: (Constant), DisiplinKerja, MotivasiKerja

Source: primary data processed using SPSS (2022)

Based on table 4.18 it can be concluded that the three variables namely work motivation and work discipline simultaneously have a significant effect on work productivity. With Fcount of 43.006> Ftable of 2.783 and a significance of 0.000 <0.05. In this way, H0 is rejected and Ha is accepted.

Test the Coefficient of Determination (R2)

The coefficient of determination (R2) essentially measures the extent to which the model's ability to explain the variation in the dependent variable. The value of the coefficient of determination is between zero and one. The small value of R2 means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2013:97). The following is the value of the coefficient of determination which can be seen in the following table:

Table 5. Determination Coefficient Test Results (R2)

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787[a]	.619	.604	3.632

a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja

Source: primary data processed using SPSS (2022)

Based on table 5 shows the results of testing the coefficient of determination (Adjusted R Square) obtained at 0.619. This shows that work motivation and work discipline variables affect work productivity variables by 61.9%. While the remaining 38.1% is explained by other variables not examined in this study.

Research Discussion

Effect of Work Motivation on Work Productivity of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang

According to Hasibuan (2014: 143) work motivation towards employees is a form of appreciation and also a driver which plays a very important role so that employee performance productivity is maintained and also increases. The importance of the motivational aspect so that this aspect absolutely gets serious attention for higher-ups.

Based on the t test which shows a calculated value of 7.997 greater than the table of 2.00665 with a significant value of 0.000 <0.05. So it can be concluded that H1 is accepted, which means that work motivation has a positive and significant effect on work productivity, which in this case is the work motivation of employees of PT. KeretaApi Indonesia (Persero) Sintelis Divre III Palembang and thus it can be stated that the hypothesis in this study is acceptable. This research is supported by Laksmiari (2019) which states that work motivation partially has a positive and significant effect on work productivity with the t test results obtained t count >t table (5.373>2.042) and a significance of 0.000.

According to Simamora (2006), employees who have high work motivation have the ability and willingness to produce satisfactory work results, so that they can provide benefits to the company in efforts to increase productivity. Improving employee work productivity is a company priority to build strong work motivation. This is because strong work motivation can help companies in an effort to increase the ability and willingness of employees to produce a satisfactory work result, so as to provide

The results of the study show that providing good motivation will have a positive impact on employee work productivity. The higher the motivation received by employees, the higher the work productivity of employees.

Effect of Work Discipline on Work Productivity of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang

According to Sutrisno (2016: 86) discipline is an attitude that is willing to comply with existing and established rules and norms. Meanwhile, another opinion from Lettainer in Sutrisno (2016: 87) also defines discipline as an attitude that exists in employees so that they can and participate in carrying out rules, decisions and values that have been set. However, discipline is also defined as the willingness of a person/employee to participate in complying with current company rules (Hasibuan, 2017: 53).

Based on the t test which shows a tcount value of 2.893 greater than a ttable of 2.00665 with a significant value of 0.006 <0.05. So it can be concluded that H1 is accepted, which means that work discipline has a positive

and significant effect on work productivity, which in this case is the work productivity of employees of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang and thus it can be stated that the hypothesis in this study is acceptable. This research is supported by Hindriari (2018) which states that work discipline partially has a positive and significant effect on work productivity with the t test results obtained tcount > ttable (9.788> 1.669) and a significance of 0.000.

The results of the study show that good work discipline will have a positive impact on the work productivity of these employees. The higher the work discipline of employees, the higher the work productivity of employees.

The Influence of Work Motivation and Work Discipline on Work Productivity of PT. KeretaApi Indonesia (Persero) Sintelis Divre III Palembang

Employee work productivity can be interpreted as a relative output benchmark that can be achieved by utilizing combined inputs. Which can be interpreted the higher the level of productivity achieved, the more expenses will be obtained.

Based on the f test which shows an Fcount value of 43.006> Ftable of 2.783 and a significant 0.000 <0.05. So it can be concluded that H1 is accepted, which means that work motivation and work discipline simultaneously have a positive and significant effect on work productivity, which in this case is the work productivity of employees of PT. KeretaApi Indonesia (Persero) Sintelis Divre III Palembang and thus it can be stated that the hypothesis in this study is acceptable. This research is supported by Prianti (2018) which states that work motivation and work discipline simultaneously have a positive and significant effect on work productivity with the F test results obtained Fcount > Ftable (9.754 > 3.097) and a significance of 0.000.

Eko (2015) states that the factors that affect productivity are, first, driving factors and guarantees for the future of employees which include motivation, discipline, skills, career paths, nutrition and health, salary or wages, welfare, work environment, and social security. Second, the industrial relations factor, namely the relationship between the company and its employees, which involves labor unions, the labor department, and other bound agencies.

The results of this study indicate that good work motivation and work discipline will have a positive impact on the work productivity of these employees. The higher the work motivation received by employees, the higher the employee's work productivity, this will also improve employee performance so that it will have a good impact on the company.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of testing and analysis conducted regarding "The Influence of Discipline and Motivation on Employee Productivity of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang", so the conclusions in this study can be drawn as follows:

1. Work motivation has a significant positive effect on job satisfaction of employees of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang. This is indicated by the value of tcount > ttable (7.997 > 2.00665). So it can be concluded that Ho is rejected and Ha is accepted, which means that partially work motivation influences employee work productivity.
2. Work discipline has a significant positive effect on the work productivity of employees of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang. This is indicated by the value of tcount > ttable (2.893 > 2.00665). So it can be concluded that Ho is rejected and Ha is accepted, which means that work discipline partially affects employee work productivity.
3. Work motivation and discipline have a significant positive effect on the work productivity of employees of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang. This is indicated by the value of fcount > ftable (43.006 > 2.783). So it can be concluded that Ho is rejected and Ha is accepted, which means that simultaneously work motivation and work discipline affect employee work productivity.
4. Based on the test results of the coefficient of determination (Adjusted R Square) it is obtained at 0.619. This shows that work motivation and work discipline variables affect work productivity variables by 61.9%. While the remaining 38.1% is explained by other variables not examined in this study.

Suggestions

From the results of the research and conclusions above, there are suggestions as follows:

1. The company needs to provide direction and attention to its employees regarding promotion opportunities/career paths so that employees are motivated to work in totality and unleash their potentials so that it is expected to increase job satisfaction at PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang.
2. Work Discipline has a positive effect on Work Productivity for employees of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang, therefore it is hoped that the company can continue to provide input to its employees so that they maintain discipline in work which will later affect the performance produced so as to increase company revenue.
3. Work motivation and discipline have a positive effect on employee work productivity, therefore it is hoped that the company needs to pay attention to its employees for motivation and work discipline by conducting periodic employee assessments through work performance so that it is expected to increase performance in PT employees. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang.
4. Based on the results of the coefficient of determination test (Adjusted R Square) regarding the effect of work motivation and work discipline on the work productivity of employees of PT. Kereta Api Indonesia (Persero) Sintelis Divre III Palembang, it is known that work motivation and discipline have a positive effect on employee work productivity. Therefore, researchers suggest companies to maintain policies related to the indicators that researchers use in the variables of motivation and work discipline.

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