Discipline Effect, Motivation and Work Environment to Employee Performance in PT. Telecommunication of Indonesia TBK, Witel Bogor

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Abstract: - **The purpose of this study is to analyze the effect of discipline, motivation and work environment on employee performance of PT. Telekomunikasi Indonesia Tbk, Witel Bogor. The sample in this study about 138 respondents using non-probability methods. Data collection by questionnaires, interviews, and observations. Data analysis uses is Partial Least Square (PLS) method using SmartPLS software version 2.0. The results of this analysis indicate that discipline has a positive and significant effect on performance. Motivation and work environment has a positive and significant effect on performance. Discipline, motivation and work environment affect the employee's performance of PT. Telekomunikasi Indonesia Tbk, Witel Bogor by 88.8% and the remaining 11.2% is influenced by other variables outside the study. It can be concluded that improve the employee's performance of PT. Telekomunikasi Indonesia Tbk, Witel Bogor requires high motivation from employees.**

Keywords: - Discipline, Motivation, Ling.

I. INTRODUCTION

Business competition in globalization era have changes the experiencing developments marked, so the utilization of human resources in every company needs to be considered. Human resources aspect becomes one of the important things in a successful company's because it is a very important aspect, therefore the utilization and human resources management can contribute supporting the effectiveness and efficiency of the company, so that the company's can achieved goals (Kresnandito et al., 2012).

Human resources quality measured using performance measures is a picture of achievement level implementation program of activities or policies in realizing the goals, objectives, vision, and mission of the organization. Employee performance is one of the influential factors in advancing and improving company quality. One of the steps that companies can take to maintain and even improve by employee performance evaluating so that it always improves the quality of the employee.

PT. Telekomunikasi Indonesia Tbk, or Telkom, is a state company (BUMN) engaged in telecommunications and internet network services throughout Indonesia by providing TIMES (Telecommunication, Information, Media,

Edutainment) services to customers. Current technological developments, demands PT. Telkom Witel Bogor to develop its business with various changes and innovations in order to compete and be able to maintain its existence in the world of telecommunications and networks.

Performance appraisal in various forms such as *key performance indicators* or *key performance indexes* is basically a goal and a systematic process for gathering, analyzing and using information to determine the efficiency and effectiveness of employee tasks and achieving targets. Robert L. Mathis and John H. Jackson (2006) state that performance appraisal is the process of evaluating how well employees do their work when compared to a set of standards, and then communicate it to employees.

As for the employees performance , the company conduct employee work appraisals of PT. Telkom Witel Bogor is presented by following figure 1.

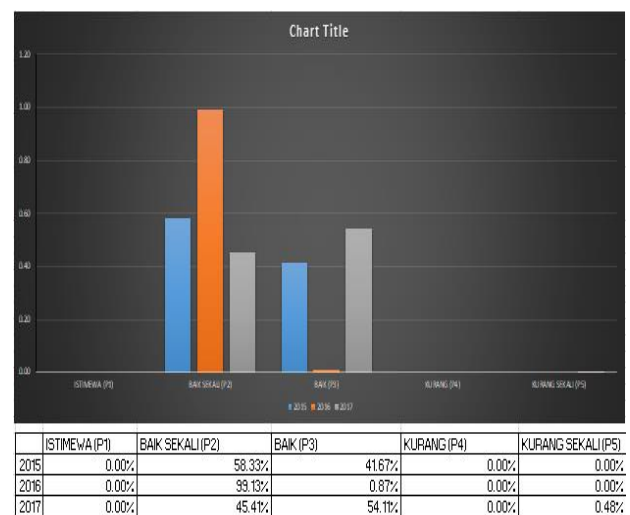|	ISTIMEWA (P1)	BAIK SEKALI (P2)	BAIK (P3)	KURANG (P4)	KURANG SEKALI (P5)
2015	0.00%	58.33%	41.67%	0.00%	0.00%
2016	0.00%	99.13%	0.87%	0.00%	0.00%
2017	0.00%	45.41%	54.11%	0.00%	0.48%

Fig 1:- Recapitulation of Employee Performance Assessment in 2015 - 2017

Based on Figure 1 above, explained the performance of employees of PT. Telkom Witel Bogor from 2015 to 2017 is not in the special category (P1). In 2015, the employee's performance was said to be very good because it dominating the achievement score P2 (Very Good). In 2016, there was an increase level performance by dominating the P2 (Excellent) achievement value. But, in 2017, there there are decrease level in employee performance dominating the

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P3 (Good) achievement value and underperforming employee performance. Employee performance analysis tables shows that the value of performance from 2015 to 2017 experienced an increase in fluctuations.

Based on Figure 1 regarding employee performance appraisal, researchers conducted data collection based on the results of previous studies with any factors that could affect employee performance. To find out what factors affect the decline in performance of employees, researchers tried to research previous studies by surveying or distributing questionnaires to 30 employees of PT. Telkom Witel Bogor. The following is a pre-researcher survey of 30 employees regarding the factors that affect employee performance:
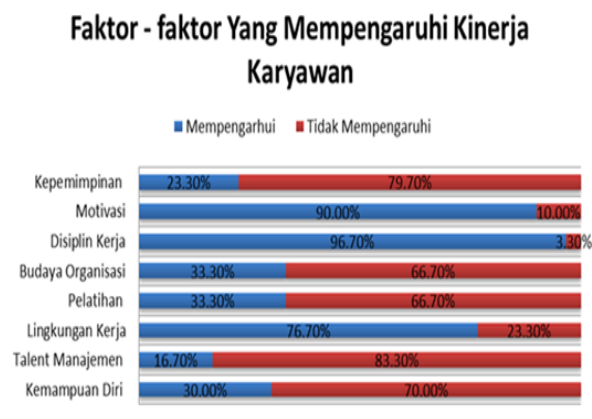

Fig 2:- Factors that affect the Performance of Employees of PT. Telkom Witel Bogor

Based on Figure 2 can conclude that from several factors that were asked through the pre-researchers questionnaire, found three main factors that affect the decline in employee performance, namely Discipline by 96.7%, Motivation by 90%, and Work Environment by 76.7%. Therefore, these three factors will be made to examine the performance of employees at PT. Telkom Witel Bogor.

II.   LITERATURE REVIEW

A. Employee Performance
Performance is basically what employees done or not (Mathis and Jackson in Donni Juni Priansa, 2014). According to Rivai and Sagala (2013: 548) said that performance is the real employees behaviour as work achievements generated with their role in the company. besides that the notion of performance is also raised by Robbins (2003: 83) said that performance as a function of interaction between ability, motivation, and opportunity.

Other experts mention that performance is the end result of activities, while organizational performance is the final accumulation of activities, work processes of the organization (Coulter & Robbins 2017: 137). Employee performance is the result of work achieved by someone based on job requirements (Bangun 2012: 230).

Based on performance definition description from experts, then conclusions concluded according to Mengunegara (2014: 77) stating that performance is the result of quality and work quantity in carrying out their duties in accordance with given responsibilities.

B. Discipline Work
Hasibuan (2014: 193) states that Discipline Work is the awareness and willingness of a person to comply with all applicable rules and norms. Whereas Lumentut and Dotulong (2015) define discipline as obedience and the provisions that apply to the environment of each organization.

According to Rivai (2014: 825) that Discipline Work is a tool used by managers to communicate with employees so that they are willing to change a behaviour and as an effort to increase awareness and availability of a person in meeting all company regulations.

In line with Rivai, for Sintaasih & Wiratama (2012: 219), Discipline Work is a management action to encourage awareness and willingness of its members (employees) to obey all regulations determined by the organization or company and social norms that apply voluntarily .

From some understanding of Discipline Work put forward by several experts, it was concluded according to Sutrisno (2013: 86) states that Discipline Work is an attitude of willingness and willingness to obey and obey the norms of regulations that apply in the surroundings.

C. Work Motivation
According to Sunyoto (2012: 11) states, motivation is a drive that grows in a person. Both originating from within and from outside a person is to do a job in high spirits using all the abilities and skills they have to achieve organizational goals.

Another opinion, according to Rivai (20120: 837) states that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

From some expert's understanding above, it can be concluded according to Hasibuan (2015) explaining motivation derived from the Latin word "Movere" which means encouragement or giving a driving force that creates the excitement of one's work so that someone wants to work together, work effectively, and be integrated with all power efforts to achieve satisfaction.

D. Work Environment
According to Sedermayanti (2013: 23) states that the work environment of a place where there is a group in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission.

Nitiseminto (2002) in Wibowo (2014) states that work environment is everything around the workers and that can be influenced by him in carrying out the tasks assigned to him. Meanwhile, Soetjipto (2008: 87) argues that environment is all things or elements that can affect directly or indirectly in organization or company that will have a good or bad impact on employee performance. So we can understanding about work environment, it can be concluded according to Siagian (2014: 56) argues that the work environment is an environment where employees do their daily work.

III. RESEARCH METHODS

A. Population and Sample

This study population consisted of 212 people from all employees of PT. Telekomunikasi Indonesia Tbk, Witel Bogor. The number of employee samples using Slovin formula with a leeway level of 5% and a confidence level of 95% (Narimawati, 2010). From these calculations, 138 employees became respondents and used non-probability sampling techniques.

B. Method of Data Analysis Data

Analysis using SEM with Partial Least Square (PLS) method. PLS is an multivariate technique that compares the dependent variables of multiple regression with the independent variables in the regression. This test consists of two criteria, namely:

1. Evaluation of the measurement model (*Outer Model*)

- *Convergent Validity*
  Evaluated at the *outer loading value* > 0.7. In addition, seen from the *composite reliability> 0.7, Cronbach's alpha> 0.6* and the *average variance extraction* (AVE) value> 0.5.

- *Discriminant Validity*

2. Evaluation of structural models (*Inner Model*)
   Evaluated by looking at R *square* (R²)*,* Q *square* (Q²)*,* Good of Fix Index (GoF)*,* Effect Size F², and hypothesis testing.

IV. RESULT AND DISCUSSION

A. Characteristics of Respondents

From respondents characteristics, it is known that male respondents more dominant with a percentage of 77% and women just 23%. If based on age, researchers divide into 3 categories, namely 18-30 years by 12%, 31-40 years by 6% and 45-55 years by 83%. Judging from the educational background of respondents dominated the S1-S2 level 46%, D1-D3 and high school 17%. Meanwhile, when viewed based on years of service, in this study divided into 4 phases, namely: 1-5 years as much as 11%, 6-15 years as much as 7%, 16-25 years as much as 14%, and 26-35 years as much as 69% .

From these data, the difference is often done by each individual. That characteristics also generally give different attitudes and behaviors to employees.

B. Partial Least Square (PLS) Schema

- *Test Validity and Reliability (Outer Model)*
  The validity of this research is divided into two tests, the test of convergent validity*(convergent validity)* with *loading* factor>0.7. Then the *average variance extraction value* (AVE)> 0.5 and *composite reliability> 0.7, cronbach's alpha> 0.6* . In this study, the value *loading factor* below 0.5 will decrease or not be included in the next data processing stage.

- *Loading Factor*

Variable	Indicator	Outer Loading	Description
Discipline Work (X_1)	P12	0.865	Valid
	P13	0.838	Valid
	P14	0.840	Invalid
	P15	0.843	Invalid
	P16	0.837	Valid
	P17	0.799	Valid
	P18	0.827	Invalid
	P19	0.836	Valid
	P20	0.894	Invalid
	P21	0.828	Valid

Motivation work (X_2)	P22	0.839	Valid
	P23	0.766	Invalid
	P24	0.722	Invalid
	P25	0.788	Valid
	P26	0842	Invalid
	P27	0.873	Valid
	P28	0.885	Invalid
	P29	0.876	Invalid
	P30	0.907	
	P31	0.745	Valid
Work Environment (X_3)	P32	0.845	Valid
	P33	0817	
	P34	0.866	Invalid
	P35	0.886	Invalid
	P36	0.936	Valid
	P37	0.835	Valid
	P38	0.897	Valid
	P39	0.920	Invalid
	P40	0.961	Invalid
Employee Performance (Y)	P01	0.879	Invalid
	P02	0.821	Invalid
	P03	0.891	Invalid
	P04	0813	Valid
	P05	0.910	Valid
	P06	0.908	Invalid
	P07	0.930	Valid
	P08	0.920	Invalid
	P09	0.916	Invalid
	P10	0.907	Valid
	P11	0,900	Valid

Table 1: *Loading Factor*

From the table above it is known that the *outer loading value* or *factor loading* on each variable is> 0.7. So that all variables meet the criteria (valid) and can be analyzed further.

- *Average Variance Extraction (AVE)*

Variable	Dimension	AVE Value	AVE Value
Discipline Work (X_1)	X1.1 Obeying the Rules of Time	0.809	0.707
	X1.2 Obeying the rules	0.709	
	X1.3 Obeying the rules of behavior	0.871	
Motivation work (X_2)	X2.1 Need for Achievement	0.815	0.683
	X2.2 Affiliate Needs	0.769	
	X2.3 Need for Power	0.751	
Work (X_3)	X3.2 Physical Work Environment	0.816	0.784
	X3.2 Non Physical Work Environment	0.881	
Employee Performance (Y)	Y.1 Quality	0.778	0.794
	Y.2 Quantity	0.844	
	Y.3 Responsibility	0.923	
	Y.4 Cooperation	0.899	
	Y.5 Initiative	0.896	

Table 2:- Avarage Variance Extracted (AVE)

From the table above it is known that AVE value on each variable is > 0.5. So, all variables meet the criteria and can be analyzed further.

- *Composite Reliability and Alpha Cronbach*

Variable	Composite Reliability	Cronbach's Alpha	Description
Discipline Work (X1)	0960	0954	Reliable
Motivation work (X2)	0955	0948	Reliable
Work (X3)	0970	0965	Reliable
Performance Employees (Y)	0977	0974	Reliable

Table 3:- *Cronbach's Coefficient Alpha and Composite Reliability value*

From the table above, each variable has a *composite reliability* value > 0.7 and *Cronbach alpha reliability* > 0.6, it can be concluded that the research model met reliability criteria and is a reliable and reliable measuring tool.

C. Discriminant Validity Test Discriminant

Extent validity serves to exogenous latent variables can predict endogenous variables, where the condition, correlation between the indicator variables must be higher than the correlation with other variables. In this study, the results of discriminant validity test showed that all indicator variables have a good value where the correlation between the measured indicator variables is already higher than the other indicator variables. variables simultaneously affect the dependent variable that is equal to 88.8%. While the remaining 11.2% is influenced by other variables outside this study.

- *Q-Square Value*

Q² value (relevant predictive)is 0.891. In this research model, endogenous latent variables have predictive relevance values (Q^2) greater than 0 (zero), so exogenous latent variables as explanatory variables able to predict endogenous variables, namely performance to prove that this model is considered to have good *predictive relevance*.

- *R-Square Value*

Construction	*R Square*	*R Square Adjusted*
Employee Performance	0.891	0.888

Table 4: *R-Square Value*

On the table above, the relationship between constructs based on the R-square. Adjusted value explained that the Performance variable (Y) is equal to 0.888, this shows that 88.8% of the Performance variable (Y) can be influenced by the Discipline Work variable (X1), Motivation work (X2), and the Work Environment variable (X3), while the remaining 11.2% is influenced by other variables outside the study.

- *Good of Fit Index (GoF) Value*

According to Tenanhaus (2004), the following classification of GoF values: 0.1 (small), 0.25 (medium), and 0.38 (large). From the calculation above, the GoF value obtained is 0.813, meaning that the combination of the outer model and inner model measurement performance is high or very good overall.

- *F-Square Value*

Variable	Employee Performance	Information
Discipline Work	0.062	Weak
Motivation Work	0.606	Strong
Work environment	0.273	Medium

Table 5: *F-Square Value*

The table above, explains that the percentage contribution on discipline work variable has a weak influence. Meanwhile, the contribution of motivation work has a strong influence, and the work environment has a medium effect.

D. Hypothesis Testing

Relationship Between Constructions	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Discipline Work -> Employee Performance	0.153	2,636	0.009
Motivation work -> Employee Performance	0.518	10,581	0,000
Work Environment -> Employee Performance	0.330	6,003	0,000

Table 6:- Test Hypothesis

➢ **Hypothesis 1:** Discipline Work has a significant effect on Employee Performance. The *t-statistic* value obtained there was 2,636 and the *p-value* was 0,009, therefore H₁ accepted because of the *t-static statistical value* (> 1,977) and *p-values* (<0.05). Discipline Work has a positive and significant impact on employee performance, the higher of employees discipline at work, the higher the performance will be, otherwise the less employees disciplined will also give low performance. This is in line with Jacob (2014) and Katiandagho *et al.* (2014) research that Discipline Work has a positive and significant effect on employee performance

➢ **Hypothesis 2:** Motivation work has a significant effect on Employee Performance. The *t-statistic* value obtained was 10,581 and the *p-value* was 0,000, therefore H₂ accepted because *t-static statistical value* (> 1,977) and *p*-values (<0.05). Motivation work has a positive and significant effect on employee performance, this increases employee motivation so that employee performance will improve better. This hypothesis

supported by research of B*aloch et al.* (2016), that motivation is the key to success for the success of any organization, because motivation stimulates employees to work with more attention that leads to achieving the success of organizational goals and objectives.

➢ **Hypothesis 3:** Work Environment has a significant effect on Employee Performance. T-*statistic* value obtained at 6.003 and *p-values* of 0.000, therefore H₃ acceptable because *t-statistic* value (> 1.977) and *p-values* (<0.05). The work environment has a significant positive effect on employee performance, meaning that the employee who has a better working environment handling the employee's performance is also getting better. This is the same as Aurelia's study (2013) that a comfortable, pleasant, and harmonious work environment will be productive work culture and good work facilities and aids within the company will improve employee performance.

V. CONCLUSION AND SUGGESTION

A. CONCLUSION

➢ Discipline has a positive and significant effect on the performance of employees of PT. Telkom Witel Bogor. This means that the better the discipline of employees, the better the performance of employees, Discipline must be upheld in every company, because with the discipline of the company will do a good job and achieve company goals.

➢ Motivation has a positive and significant effect on the employees performance of PT. Telkom Witel Bogor. That is, the higher the employee motivation, the higher the employee's performance. With the positive encouragement from the company will provide positive energy to the performance of employees so that the company will have good performance.

➢ The work environment has a positive and significant effect on the performance of employees of PT. Telkom Witel Bogor. That is, the better the work environment, the more employee performance will improve. The creation of a comfortable physical and non-physical working environment will provide employees with a good psychological condition.

B. SUGGESTION

➢ Based on the study result, the company must pay more attention to employee motivation on working because employees who have high motivation in doing their work can provide a dominant influence on employee performance. In this case the company can do it based on managerial level, such as staff level the company provides *rewards* (annual bonuses or significant salary increases), and on assistant managers by providing opportunities for promotion or promotion to become manager.

➢ Based on the study results, researchers suggest further researchers examining other variables that can affect employee performance such as organizational culture, competence, leadership style, and others. In addition, the subject of research was expanded.

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