

THE INFLUENCE OF DISCIPLINE AND ABILITY ON EMPLOYEE PERFORMANCE

^aMuhamad Guruh, ^bFitri Sabina, ^cSurya Budiman

Faculty of Economy and Business, dosen02256@unpam.ac.id, Pamulang University

ABSTRACT

This research aims to determine the effect of discipline and workability on employee performance in the assembly section of PT. Hilex Indonesia both partially and simultaneously. The method used is a quantitative method. The sampling technique used was random sampling with a sample of 180 respondents. Data analysis used multiple linear regression analysis with SPSS 26.00. The results of this research are that discipline has a significant effect on employee performance, and workability has a significant effect on employee performance. Discipline and workability simultaneously have a significant effect on employee performance.

Keywords: Discipline, Ability, Employee Performance

1. INTRODUCTION

In the era of globalization, competition in the business world is getting tighter with the emergence of various new companies in various manufacturing and services sectors. Every company strives to offer their products or services with unique advantages and features to achieve maximum profits. In this context, technological developments and the ever-increasing workforce encourage company leaders to maintain the company's reputation in terms of marketing their products, with the aim that their products can meet customer needs and preferences and remain competitive in the market. Human resource management is critical for a company's success in increasing effectiveness and efficiency. Human resource management, as one of the company's primary functions, is vital in managing employees professionally so they can work productively. This management starts from recruitment, selection, and placement to employee career development, which is adjusted to the capabilities, expertise and skills.

Performance is a description of an activity's achievement level in realizing the organization's goals, objectives, vision and mission. External and internal factors influence the performance of a person or group, internally from the employee concerned and internally from the company, or externally from the surrounding environment and the current Indonesian economy. For this reason, every employee should work as hard as possible to achieve these goals. If there is a difference between targets and results in the future, it is necessary to carry out an employee performance assessment to explore why this happened. Work motivation is one of the factors that determines employees to do work. Even though employees have maximum abilities and are supported by adequate facilities, there needs to be more motivation among the employees so the work will run as expected. Motivation is the willingness to use a high level of effort for company goals, which is conditioned by the business's ability to meet individual needs. This high motivation will create a commitment to what is their responsibility in completing each job.

PT Hilex Indonesia is a company that operates in the field of mechanical or electrical control cables for automobiles, both two-wheeled motorized vehicles and four-wheeled motorized vehicles. PT Hilex Indonesia focuses on quality and consumer satisfaction because consumers today are critical of product selection. Therefore, PT Hilex Indonesia always tries to improve product quality.

Several factors hinder the performance of PT Hilex Indonesia employees, one of which is the need to check work equipment in the work environment, which hampers the production process. Apart from that, not placing work equipment in the provided space can also make the workplace look untidy and messy. Also, cleanliness in the work environment could be more optimal, meaning that fallen components cannot be reused. Data obtained from PT Hilex Indonesia highlights several factors that cause less than optimal employee performance from 2020 to 2022. This phenomenon leads to decreased product quality levels and difficulties in achieving targets set by the company.

One factor that influences this is the placement of employees who need to match their educational background. This causes a mismatch between employee knowledge and skills and their field of work; there are even cases where employee work experience does not match the primary duties and functions in the company. Apart from that, more than the lack of maximum supervision by the leadership is also an obstacle, so employees need more direction and support to do their work effectively. Another obstacle faced is the need for more motivation and initiative among employees. This deficiency results in decreased motivation to learn and develop and a need for more innovation in carrying out their tasks. This can hurt a company's productivity and ability to compete in a competitive market. Thus, companies need to take concrete steps to improve employee performance and overcome obstacles. This can include

revamping employee placement based on their educational background and experience, increasing supervision and guidance from leadership, and building a work culture that motivates and encourages innovation. In this way, PT Hilex Indonesia can improve employee performance and achieve more optimal results in achieving company goals.

Regarding work discipline, field data shows that the level of employee absenteeism has increased significantly during the period 2020 to 2022. In 2020, the number of absentees reached 118, which increased to 142 in 2021 and continued to soar to 151 in 2022. This phenomenon is worrying because increasing absenteeism can hurt employees and overall company productivity. An increase in employee absenteeism can indicate several problems that need serious attention. For example, there could be issues related to unsupportive working conditions, employee welfare problems, or even a lack of motivation in the workplace. In the long term, this can lead to reduced productivity, reduced service quality, and even negative financial impacts for the company. Therefore, company management needs to identify the root cause of this increase in absenteeism and take appropriate steps to overcome it. This could include re-evaluating employee welfare policies and programs, improving communication between management and employees, and creating a supportive and motivating work environment.

Furthermore, the ongoing decline in employee work ability raises concerns about the impossibility of achieving the targets set by the company. To overcome this, the company consistently directs employees so they fully understand their duties and responsibilities. By clearly understanding what is expected of them, it is hoped that employees will be able to improve their work abilities and significantly contribute to achieving company goals. These efforts are significant in facing existing challenges and ensuring that employees can continue to develop in their work so that companies can remain competitive and successful in an increasingly tight market.

Research regarding the influence of discipline and workability on the performance of PT Hilex Indonesia employees has great significance in increasing the company's effectiveness and efficiency. Discipline is the primary basis for maintaining productivity and efficiency in the work environment. With strong discipline, employees show focus, responsibility and consistency in their duties. This not only impacts individual performance but also the operational effectiveness of the company as a whole. On the other hand, optimal workability allows employees to face tasks more efficiently and effectively, increasing productivity and the quality of work results. Thus, this research provides an in-depth understanding of the factors influencing employee performance at PT Hilex Indonesia, which can be a basis for developing company strategies and policies. By knowing the relationship between discipline, workability and employee performance, company management can design more effective training, development and supervision programs. This research also encourages companies to improve a work culture that supports employee discipline and ability development.

2. RESEARCH METHODS

The research method used in this research is a quantitative method with a descriptive approach. Quantitative methods are used to collect data in a systematic, planned and structured manner with the aim of testing predetermined hypotheses. A descriptive approach describes and explains the facts that occur in the variables studied: employee discipline, ability and performance. The object of this research is the discipline and workability of employee performance at PT Hilex Indonesia.

The research instrument used was a questionnaire with an ordinal scale based on a Likert scale, which measures respondents' attitudes, perceptions and opinions towards the research object. The population in this study consisted of 180 employees of PT Hilex Indonesia in the assembly department, while the sample was taken from 65 respondents using the Simple Random Sampling sampling technique. The collected research data was processed using multiple linear regression analysis with SPSS 26.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

Characteristics of respondents in terms of education: As many as 121 people, or 67.2% of the total respondents, had an educational background equivalent to high school/vocational school. Meanwhile, 32 people or 17.8%, have a Diploma degree, and another 27 people or 15%, have a Bachelor's degree (S1). Then, in terms of age, the majority of respondents, namely 103 people (57.2%), were in the 17-30 year range. There were also 56 people, or 31.1%, who were between 31-40 years old, 20 people or 11.1%, between 41-50 years old, and only one person or 0.55%, who was over 50. Furthermore, from a gender perspective, male respondents dominated, with 118 people or 65.6% of the total. Meanwhile, there were 62 female respondents or 34.4%. Finally, if we look at the length of work, 13 people or 23.6% of the total respondents, have worked for less than two years. The number of respondents who had worked between 3-5 years was 23 people or 41.8%, while those who had worked between 6-8 years were ten people or

18.2%. Only nine people, or 16.4% of the total respondents, had work experience of more than eight years.

3.2 Validity and Reliability

The validity test aims to ensure that the measurement instruments used in research produce accurate and relevant data related to the variables being studied.

Table 1. Validity Test of Discipline Variables

Statement	r _{count}	r _{table}	Decision
I am always on time	0.617	0.1455	Valid
The distance between where I live and where I work does not affect my punctuality	0.731	0.1455	Valid
I am always careful in doing my work	0.786	0.1455	Valid
I can complete work according to procedures	0.805	0.1455	Valid
The familiarity between workers can make me work optimally	0.796	0.1455	Valid
Ready to accept higher responsibilities	0.789	0.1455	Valid
I feel that leaders who dare to act decisively in implementing punishment will be recognized as leaders by their subordinates	0.745	0.1455	Valid
I always appreciate suggestions from superiors	0.789	0.1455	Valid
There is a relationship between employees that improves employee performance	0.342	0.1455	Valid
I always apply 5s in the work environment	0.693	0.1455	Valid

Source: Data processed with SPSS 26 (2023)

Table 2. Validity Test of Ability Variables

Statement	r _{count}	r _{table}	Decision
I can calculate quickly without the help of calculating tools/calculators	0.570	0.1455	Valid
I master statistical formulas related to operations	0.557	0.1455	Valid
I can understand all orders from superiors	0.809	0.1455	Valid
I understand everything said by my superiors	0.789	0.1455	Valid
Training improves skills to improve the quality of work	0.760	0.1455	Valid
My education and knowledge are appropriate to my field of work	0.777	0.1455	Valid
I am able to do the job	0.779	0.1455	Valid

Statement	r_{count}	r_{table}	Decision
because I am experienced			
Knowledge in innovation allows me to work optimally	0.806	0.1455	Valid
My latest education is in line with my field of work	0.731	0.1455	Valid
Training provides opportunities to develop talents regarding work	0.778	0.1455	Valid
I can think innovatively	0.812	0.1455	Valid
Training provides opportunities to develop talents regarding work	0.789	0.1455	Valid
I am able to carry out work easily and carefully	0.769	0.1455	Valid
I always remember the message conveyed by my superiors	0.785	0.1455	Valid

Source: Data processed with SPSS 26 (2023)

Table 3. Validity Test of Performance Variables

Statement	r_{count}	r_{table}	Decision
I always carry out my duties well.	0.768	0.1455	Valid
I have experience elsewhere	0.667	0.1455	Valid
I am able to take initiative at work	0.782	0.1455	Valid
I agree that incentive bonuses can increase employee work motivation.	0.759	0.1455	Valid
I am always able to complete work according to target	0.799	0.1455	Valid
I can complete work according to procedures	0.765	0.1455	Valid
I am ready to work overtime if needed	0.773	0.1455	Valid
Having a harmonious relationship allows me to work effectively and efficiently	0.794	0.1455	Valid
I already know all my obligations to the company.	0.767	0.1455	Valid
I am ready to accept challenges from the company	0.759	0.1455	Valid
Leaders deserve to be good examples	0.788	0.1455	Valid
I can work without waiting for orders from my superiors.	0.596	0.1455	Valid

Source: Data processed with SPSS 26 (2023)

Based on the results of the validity test, it can be seen that the value of $r_{count} > r_{table}$ 0.1455, thus it can be concluded that all statement items in the indicator variables of this research are all valid, so that all statements in the questionnaire are suitable as instruments for measuring research data.

Table 4. Reliability Test

No	Variable	Cronbach Alpha	Criteria	Decision
1	Discipline (X1)	0.895	> 0.60	Reliable
2	Ability (X2)	0.940	> 0.60	Reliable
3	Employee Performance (Y)	0.930	> 0.60	Reliable

Source: Data processed with SPSS 26 (2023)

Based on table 4, it shows that the variables discipline (X1), ability (X2) and employee performance (Y) are declared reliable, this is proven by each variable having a Chronbath Alpha value greater than 0.600.

3.3 Classic Assumption Test

3.3.1 Data Normality Test

**Table 5. Data Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		180
Normal Parameters, b	Mean	.0000000
	Std. Deviation	3.97165596
Most Extreme Differences	Absolute	.071
	Positive	.071
	Negative	-.057
Statistical Tests		.071
Asymp. Sig. (2-tailed)		.058c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Data processed with SPSS 26 (2023)

From the results of the table above, it can be seen that the Kolmogorov-Smirnov significance value shown by the Asymp Sig (2 tailed) information is $0.058 > 0.05$, so it can be stated that the residual value is normally distributed.

3.3.2 Multicollinearity Test

Table 6. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Discipline (X1)	.236	4,246
Ability (X2)	.236	4,246

- a. Dependent Variable: Employee Performance
- Source: SPSS 26 Data Processing Results (2023)

Based on the results of the multicollinearity test in table 6, the VIF value for each independent variable, namely Discipline and Work Ability, is 4,246, meaning the VIF value is smaller than 10. Thus, it can be concluded that this regression model has no symptoms of multicollinearity among the independent variables.

3.3.3 Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results Using the Glejser Test Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,057	1,005		4,037	,000
Discipline	,043	,054	.123	,803	,423
Ability	-.059	,039	-.232	-1,515	.131

a. Dependent Variable: ABRESID

Source: Primary data processed, 2023

Based on the test results in the table above, the Glejser test model on the discipline variable (X1) obtained a probability significance value (Sig.) of 0.423 and ability (X2) obtained a probability significance value (Sig.) of 0.131 where both significance values (Sig.) > 0.05. Thus, the regression model on this data does not contain heteroscedasticity interference, so this regression model is suitable for use as research data.

3.3.4 Multiple Linear Regression

Table 8. Multiple Linear Regression Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,734	1,486		3,185	,002
Discipline	,305	,080	,248	3,808	,000
Ability	,604	,058	,682	10,459	,000

a. Dependent Variable: Performance

Based on the analysis of regression calculations in the table above, the regression equation $Y = 4,734 + 0.305X1 + 0.604X2$ can be obtained. From the equation above, it can be concluded as follows:

1. A constant value of 4,734 means that if the independent variable does not exist, there is an employee performance value of 4,734 points.
2. A disciplined value of 0.305 means that if the constant remains and there is no change in the workability variable, then every 1 unit change in the discipline variable will result in a change in employee performance of 0.305 points. Test the influence of discipline variables on the performance of PT employees. Hilex Indonesia, if viewed from the t-count > t-table value, is (3.808 > 1.664), and the significance value obtained is (0.000 < 0.05). This means that partially, the discipline variable has a significant effect on the performance of PT employees. Hilex Indonesia.
3. A workability value of 0.604 means that if the constant remains and there is no change in the discipline variable, then every 1 unit change in the ability variable will change employee performance by 0.604 points. Test the influence of the workability variable on the performance of PT employees. Hilex Indonesia is viewed from the t-count > t-table value, namely (10,459 > 1.664) and the significance value obtained is (0.000 < 0.05). This means that partially, the workability variable has a significant effect on the performance of PT employees. Hilex Indonesia.

From the results above, it can be seen that the independent variable that most dominantly influences the dependent variable is the workability variable, which has the largest β (Beta) coefficient value, 0.682, compared to the other independent variables. So, workability is the most dominant variable that influences the performance of PT employees. Hilex Indonesia

Table 8. Simultaneous Tests ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13108.195	2	6554.097	410,856	,000b
Residual	2823,555	177	15,952		
Total	15931,750	179			

- a. Dependent Variable: Performance
- b. Predictors: (Constant), Ability, Discipline

Table 8 shows that the F value = 410.856 with a significance level of (0.000 < 0.05). From the calculation results, it turns out that the hypothesis H1 is accepted and H0 is rejected because the F-count value > F-table, namely (410.856 > 3.89). So it can be concluded that the independent variables Discipline and Work Ability together have a significant effect on employee performance at PT. Hilex Indonesia.

**Table 9. Coefficient of Determination
Model Summary b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907a	.823	.821	3,994

- a. Predictors: (Constant), Ability, Discipline
- b. Dependent Variable: Performance

Based on Table 9, it is known that the correlation coefficient (R) is 0.907 or close to 1. This means there is a solid unidirectional relationship between competence and discipline and the performance of PT employees. Hilex Indonesia, then the percentage of influence of the independent variable on the dependent variable, as shown by the coefficient of determination (R-square), is 0.823, which means the ups and downs in the performance of PT employees. Hilex Indonesia is influenced by discipline and workability by 78%, while other variables outside this research influence the remaining 22%.

4. DISCUSSION

The research results show a positive and significant relationship between the level of discipline and employee performance at PT. Hilex Indonesia. The discipline variable, measured through various aspects, including attendance, compliance with company rules, and compliance with work procedures, is the dominant factor influencing employee performance. This confirms that the higher the level of employee discipline, the higher the performance that can be achieved. In addition, the research results show that employee work ability received the highest score, indicating the importance of the ability factor in improving performance. However, discipline remains the most dominant variable in influencing performance, indicating that although workability is essential, discipline remains the primary foundation for achieving optimal performance. From this, increasing employee discipline will positively impact company performance. Therefore, efforts to improve discipline, both through coaching and supervision and through developing a company culture that emphasizes the importance of discipline, can be an effective strategy in improving PT performance—Hilex Indonesia as a whole.

The research results show a positive and significant relationship between workability and employee performance at PT. Hilex Indonesia. The workability variable, which includes the knowledge, skills and competencies possessed by employees, strongly influences the level of performance achieved. This shows that the higher an employee's workability, the higher the level of performance that employee can achieve. High workability can increase work efficiency and productivity, allowing employees to complete tasks better and more effectively. Apart from that, superior work abilities can also help employees better face challenges and changes in the work environment, thereby increasing adaptability and responsiveness to change. Thus, companies need to continue to develop employees' work abilities through training, development and education to meet company needs and market demands. Investment in developing employee work capabilities will have a positive impact on improving overall company performance. Additionally, recognition and appreciation for high work abilities can motivate employees to continue to improve and develop themselves. Thus, efforts to strengthen employee work abilities can be an effective strategy for improving the performance and competitiveness of PT—Hilex Indonesia in a competitive market.

This research confirms the simultaneous influence of work discipline and workability on employee performance at PT. Hilex Indonesia. In other words, both the level of discipline and the employee's work ability have a significant role in determining how good performance can be achieved by the employee. High work discipline reflects employee compliance with the rules, norms and values that apply in the work environment. This discipline can affect several aspects of performance, including productivity, efficiency and quality of work results.

On the other hand, good workability includes knowledge, skills and competencies relevant to the employee's duties and responsibilities. High workability allows employees to complete tasks better and more efficiently. With the simultaneous influence of work discipline and workability on employee performance, companies can improve

employee performance by developing these two aspects together. This can be done through various strategies, including discipline development, training and capability development, and implementing a reward and recognition system for employees with high discipline and workability. Therefore, company management must prioritize and manage these two factors to improve employee performance. Thus, PT. Hilex Indonesia can achieve optimal performance and maintain its competitiveness in the market.

5. CONCLUSION

Based on the research results presented, a positive and significant relationship exists between work discipline and workability on employee performance at PT. Hilex Indonesia. Work discipline, which includes attendance, compliance with company rules, and compliance with work procedures, is the dominant factor influencing employee performance. However, employee work abilities also strongly influence the level of performance that can be achieved. This emphasizes the importance of developing these two aspects to improve employee performance. Thus, to improve employee performance, companies must focus on fostering work discipline through coaching and supervision and developing a culture emphasizing discipline's importance. In addition, investment in developing employee work capabilities through training, development and recognition of high abilities is also needed. By managing these two factors holistically, PT. Hilex Indonesia can achieve optimal performance and maintain its competitiveness in a competitive market.

BIBLIOGRAPHY

- [1] Davis, K. (2010). *Perilaku Dalam Organisasi*. Jakarta: Erlangga.
- [2] Edison. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- [3] Edy, S. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada.
- [4] Haryani, S. &. (2016). pengaruh kepemimpinan, Motivasi, Dan Kompensasnsi Terhadap Kinerja Karyawan Pada Restoran Taman Pringsewu Yogyakarta. *JEMBATAN Ilmu Manajemen, Revitalitas*, vol.1, Nomor 3., 123-132.
- [5] Hasibuan, M. S. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara. Bangun.
- [6] Malayu, H. S. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- [7] Siagian, S. (2013). *Manajemen Sumber Daya Manusia*. Bandung: Bumi Aksara.
- [8] Sihombing, S. (2013). *Pengantar manajemen*. Jakarta :: Mitra Wacana Media.
- [9] Siswanto., B. (2010). *Manajemen Tenaga Kerja Rancangan dalam*. Bandung: Sinar Baru.
- [10] Wardani, Aprina. (2017). Pengaruh Kemampuan Kerja Dan Semangat Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening.
- [11] Warman., M. d. (2014). *Kepariwisata dan Perjalanan*. Jakarta: PT Raja Grafindo Persada.
- [12] Wibowo. (2016). *Manajemen Kinerja, Edisi Kelima*. Jakarta: PT.Rajagrafindo Persada.