



DISCIPLINE AND EMPLOYEE PERFORMANCE IMPROVEMENT IN THE COVID-19 PANDEMIC ERA

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Abstract

Every organization is required to have various provisions and work standards that must be adhered to by its members. Provisions or regulations are needed to provide clear directions for employees to create order in the organization. Order will make it easier to realize work effectiveness and efficiency which will further support increasing work productivity and employee performance. The key element to establish order is discipline that needs to be supported by all members of the organization. Discipline must be enforced in any organization; without the support of good employee discipline, it will be difficult for the organization to realize its goals. This study aims to analyze and determine the effect of discipline on employee performance in the Covid-19 pandemic era. In this pandemic period, discipline is not only about work behavior and standardization that has been applied since becoming an employee but there is a demand to maintain healthy living behavior in the workplace to prevent the transmission of Covid-19. Discipline behavior is becoming more and more widespread in the workplace. The research was conducted in several companies in the city of Surabaya. Respondents were obtained by non-probability sampling technique using purposive sampling method, with a total sample of 80 respondents. The analysis tool is simple linear regression. The research findings state that it is true that discipline has a significant and positive influence on employee performance.

Keywords: work discipline, employee performance.

Introduction

Every organization is required to survive in the era of the Covid-19 pandemic with all its limitations. They try to maintain and even have to improve the performance of elements in the organization with the aim of maintaining the survival of the organization (Khayru, 2021). This shows that human resources have an important role, especially regarding efforts to achieve organizational goals. The involvement of employees as operational implementers of the organization needs to pay attention to human aspects so that the relationship between the organization and employees is harmonious (Darmawan, 2019). Organizations need to appreciate crucial aspect in the self-determining employee quality in order to form resources performing human superior (Handoko, 2004). For this reason, organizations must create good human resource development for employees because the success of an organization is seen from the performance made by employees and without employees who perform well, the organization cannot run well (Hariani, 2016; Khasanah et al., 2010).

Every job will run smoothly and effectively if employees have practiced discipline appropriately according to the rules (Djaelani, 2016). Discipline means that employees have implemented and ensured compliance with organizational rules (Darmawan, 2006). Robbins (2002) defines discipline as a person's attitude and behavior consciously and willing to obey the organizational rules in writing or not. The existence of discipline to be applied to control work behavior in order to form order in the workplace (Arifin et al., 2017). Discipline has consequences for its violations and it is not just to punish employees. Managers can take a positive approach to solving problems before the consequences for disciplinary violations are applied to employees (Sinambela et al., 2019). Unacceptable behavior causes the need for the application of discipline so that employee behavior is in accordance with the rules and does not interfere with conditions in the workplace.

In general, disciplinary violations that must be followed up immediately go through several stages, such as the submission of a tiered warning letter to termination of employment and even reporting to the authorities. Every employee must comply with regulations as a form of carrying out obligations as well as the obligation to provide work results in accordance with work abilities. Several studies show that discipline plays a significant role in employee performance (Darmawan, 2015; Arifin et al., 2017; Sinambela et al.,

2019). Controlled employee discipline is interpreted as a form of responsibility towards tasks and workload. Performance is also good as a result of this (Issalillah, 2021). Performance appraisal leads to the results of observations of employee work behavior to carry out tasks accordingly standards and criteria determined by the organization (Ernawati, 2020; Mardikaningsih, 2020).

In this pandemic period, discipline is not only about work behavior and standardization that has been applied since becoming an employee but there is a demand to maintain healthy living behavior in the workplace prevent and suppress the spread of Covid-19. The Occupational Health and Safety Management System also requires an internal Covid-19 Task Force team. All of these things must be carried out strictly for the safety of all employees. Disciplinary behavior is becoming more and more widespread in the workplace. Based on this description, this study aims to analyze and determine the effect of discipline on performance employees during the Covid-19 pandemic. The research was conducted in several companies in the city of Surabaya.

Method

Research this survey to identify the influence of the independent variable namely discipline on the dependent variable namely employee performance. This study involved employees in several companies in the city of Surabaya as respondents. Respondents were obtained by non-probability sampling technique using the purposive sampling method, namely, taking samples on the basis of considerations. such as population characters (Noe et al., 2006). Samples are selected according to the inclusion criteria and the exclusion criteria until a total of samples are 80 respondents.

The indicators of discipline according to Darmawan (2006) are compliance with regulations; work effectiveness; corrective action; timely attendance; and timely completion of work. Employee performance indicators according to Mardikaningsih (2014) are quantity; quality; reliability; presence; and ability to work together. The instrument is in the form of a questionnaire that uses a five-point scale Likert scale (Strongly Agree = 5, Agree = 4, Netral = 3, Disagree = 2, Strongly Disagree = 1). Furthermore, from the collected data, there is a validity and reliability test to test the quality of the data. The analytical tool is simple linear regression to determine the regression model and determine the significance of the effect of independent variable on dependent variable.

Result and Discussion

Based on the results of the distribution, the questionnaire was directed to the respondents, it was obtained a description of the characteristics of the respondent group.

Table 1. Respondent Profile

Characteristics		Total Respondents	
Description	Group	Frequency	%
Gender	Female	32	40
	Male	48	60
Age	< 25 years old	15	18.75
	26-30 years old	19	23.75
	31-35 years old	23	28.75
	36-40 years old	14	17.5
	> 40 years	9	11.25

Sources are obtained from the results of data tabulation

Based on the results of the descriptive analysis of respondents from 80 people, it is known that the employees are dominated by the age range of 31-35 years as much as 23% and the male group as much as 60%.

The validity test is intended to determine the status of each instrument. An instrument is called valid if it has the ability to interpret what is measured in the questionnaire. To be called valid or not, an instrument uses a comparison of corrected item-total correlation with the magnitude of the correlation coefficient. The correlation per instrument is more than 0.3 to be declared a valid instrument. Table 2 is the result of SPSS output for validity test.

Table 2. Validity Test

Variables	Statement Items	Total Correlation
Discipline (X)	1	0.482
	2	0.398
	3	0.521
	4	0.336
	5	0.365
Employee Performance (Y)	1	0.347
	2	0.449
	3	0.332
	4	0.506
	5	0.324

Source: SPSS Output Results

Based on Table 2, it can be stated that 10 instruments from both variables are declared valid and meet the validity requirements. The reliability test uses Cronbach's Alpha value as the basis for the decision by considering the value of > 0.60 for each variable to be declared reliable. The results of the reliability test are as in Table 1. Based on the results of the reliability test, the discipline variable is declared reliable because it has a Cronbach's Alpha value of 0.652, and the performance variable gets a Cronbach's Alpha value of 0.683. The two variables involving all statement items are stated to have high reliability with a value > 0.60 so that the data can be used at the next stage.

Table 3. Reliability Test

Variables	Cronbach's Alpha	Status
Discipline (X)	0.652	Reliable
Employee Performance (Y)	0.683	Reliable

Source: SPSS Output Results

Normality test to determine the normality of the data collected. Normal data if the distribution image with data points spread around the diagonal line and in the same direction following the diagonal line (Sugiyono, 2018). In the normality test, the data as shown in Figure 1 shows that the existing data is normally distributed because the data spreads out to form a straight diagonal line. meet the normal assumption or follow the normality line.

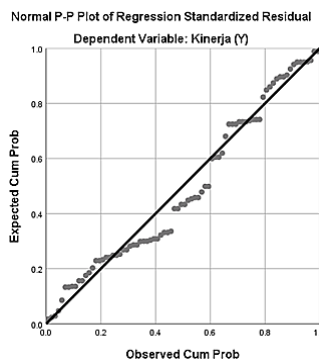


Figure 1. Normality Test
Source: SPSS Output Results

The regression equation from SPSS is $Y = 126.430 + 0.636X$. The regression equation means that the constant value of 126,430 indicates that without any discipline (X) or the value of discipline is equal to zero (X

= 0) then the employee's performance is only 126,430. Meanwhile, if there is an increase in employee discipline by 1 time, the employee's performance will increase by $126.430 + 0.630 (1) = 127.066$. The value of $b = 0.636$ is positive, it means that the discipline variable (X) has an effect. positive on employee performance (Y) with the assumption that other variables are considered constant. Coefficient. regression $b = 0.636$ also indicates the magnitude of the increase in employee performance for each increase in discipline.

Table 4. t-Test and Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	126.430	7.523		16.805	.000
X	.636	.127	.494	5.022	.000

Source: SPSS Output Results

The tcount value is 16.805 with a significance value of 0.000, which means it is smaller than the significance level of 0.005. This means that it is proven that discipline has a significant effect. on employee performance. The form of influence is positive in the same direction, which means that increasing discipline also increases employee performance.

Table 5. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.494 ^a	.244	.235	7.128

Source: SPSS Output Results

The correlation value is 0.494, which means that the relationship between discipline and employee performance is assessed, quite strong, and positive. The coefficient of determination, amounting to 24.44%, means that there is a 24.4% contribution of the discipline variable to the formation of employee performance variables, while the remaining 75.6% is influenced by other variables.

Thus, based on these results, it can be stated that discipline has a significant influence on employee performance. This finding is in accordance with the results of previous studies from Darmawan (2015), Arifin et al. (2017) and Sinambela et al. (2019). The existence of discipline that is applied with full awareness and willingness of employees

will enforce the rules and social norms that apply in the organization (Hasibuan, 2014). With this, there will be order in the workplace. In addition, discipline will increase work efficiency and effectiveness by preventing wastage of time and energy. Discipline enforcement is an effort to prevent mistakes and negligence caused by inattention, incompetence, and delays. Discipline tries to prevent a slow start of work or too early to end work caused by tardiness or laziness. The reasons for the absence or absence of employees are shown, among others, because the employee is sick, has decreased health, or is completing personal matters. In the form of a disciplinary violation, this absence is due to low employee responsibility. According to Sutrisno (2009) obeying the rules of doing work is a rule about ways of doing work, and relating to other work units. Obey the rules about what employees can and cannot do. Whether or not there are definite rules that can be used as a guide to determine whether the employee violates or not. However, the rules and regulations of the organization should be rational and fair to employees.

Discipline affects employee performance, because discipline is a form of training for employees to apply every organizational rule (Darmawan, 2012; Mardikaningsih, 2013). The better the discipline, the better the level of employee performance and the impact on organizational performance. Organizational performance is formed from the contribution of each employee to give their best work (Djati, 2005; Palembang, 2014; Putra, 2019). With the support of good leadership that carries out the function of control and supervision, employee performance can be formed well (Santosa, 2002; Wahyudi et al., 2006). Thus, if the discipline is achieved, it will also have an effect on better performance, and the smooth completion of tasks as an achievement, and a form of organizational effectiveness (Darmawan et al., 2020). In addition, discipline also has an influence on employee loyalty (Sinambela, 2014). Discipline will indirectly provide stability and organizational development in the future.

Conclusion

Based on the results of research on the role of discipline on employee performance, it is concluded that it is true that discipline has a significant and positive effect on employee performance.

Every organization is required to have terms and work standards that members must comply with. Provisions or regulations are needed to provide clear directions for employees to create order in the organization. Order will make it easier to realize work effectiveness and efficiency which will further support increasing work productivity and employee performance. The key element to establish order is discipline that needs to be supported by all members of the organization. Discipline must be enforced and without the support of employee discipline it will be difficult for the organization to realize its goals. Thus, discipline is the main basis for producing optimal employee performance.

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