

Moderate Factors of Work Discipline on Employee Performance at an Information Technology Consulting Company in Jakarta

Wachyu Hari Haji^{1*}, Muhammad Syahidin²

¹Universitas Bina Nusantara, Indonesia

²Universitas Indraprasta PGRI, Indonesia

wachyu.hari@binus.ac.id*, Muhamad.Syahiddin@unindra.ac.id

Abstract

The purpose of the research is to analyze moderate factors of work discipline on employee performance at an Information Technology Consulting Company in Jakarta. The approach used in this research is quantitative, with explanatory methods, more specifically causality associative. The research unit is all employees of PT Naghayasha Rahardja in various units, as many as 180 employees. The results of hypothesis testing use the T-statistic and P-value in the bootstrapping algorithm report. The results show that work discipline has a positive and significant effect on employee performance. Leadership has no significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Leadership moderates the relationship between work discipline and employee performance. Organizational culture moderates the relationship between work discipline and employee performance.

Keywords

work discipline; leadership; organizational culture; employee performance



I. Introduction

PT Naghayasha Rahardja is an information technology company that was founded in 2009 and is 100% owned by the nation's children. This company is dedicated to becoming an information technology company that is able to provide the best information technology solutions and services to customers. PT. Naghayasha Rahardja also seriously develops information technology products and services as a result of his own innovations to meet the needs of the information technology industry in Indonesia and hopes that these products and services can contribute to improving the progress of information technology.

For the sake of customer satisfaction, PT Naghayasha Rahardja strives to continuously make improvements by improving the quality of human resources, business processes, product quality, as well as our solutions and services. The products and services produced by PT Naghayasha Rahardja are original, legal, and guaranteed hardware and software including installation and training for their use, Information Technology Consulting and Audit Services based on frameworks, standards, and best practices used in the information technology industry, developing web-based or desktop software as a solution for customers in handling business processes in their company as well as training and certification are the keys to developing Information Technology human resources.

However, currently internally PT Naghayasha Rahardja is facing problems in the field of human resources, namely the decline in employee performance, marked by several employees arriving late and some employees deciding to leave PT Naghayasha Rahardja. It is suspected that leadership and the formation of organizational culture are one of the causes of the problems in human resources.

Previous research conducted by Marwan et al. (2016) found that there is a positive and significant influence between leadership on performance, researchers try to use these variables to test whether in information technology companies leadership also affects employee performance.

Employee performance plays a very important role in encouraging the success of the organization of a company. This shows that the performance factor is very important to note. In the context of corporate governance, Sudarmanto (2009:7) suggests that there are three types of performance that must be considered, namely organizational performance is the achievement of results at the organizational level related to organizational goals, organizational design, and organizational management. Process performance; is the performance of the stages in the process of producing a product or service. Performance at this process level is influenced by process objectives, process design, and process management. Individual or job performance is the achievement or effectiveness at the employee or job level. Performance at this level is influenced by job objectives, job design, and job management and individual characteristics.

The purpose of the research is to analyze moderate factors of work discipline on employee performance at an Information Technology Consulting Company in Jakarta.

II. Review of Literature

2.1 Leadership

Certo (1997) defines leadership as varied as people who try to define the concept of leadership. The broad definition of leadership includes influencing processes in determining organizational goals, motivating followers' behavior to achieve goals, influencing to improve the group and its culture. In addition, it also affects the interpretation of the events of followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization.

In every reality that the leader in carrying out the leadership process there is a difference between one leader and another. The types of leadership are divided into 6 parts, namely:

1. Personal Leadership Type

In this leadership system, all actions are carried out by making personal contact. The instructions are carried out verbally or directly by the leader concerned.

2. Non-Personal Leadership Type

Everything that is policy is carried out through subordinates or non-personal media, both plans or orders as well as supervision.

3. Authoritarian Type of Leadership

Authoritarian leaders usually work hard, earnestly, conscientiously and orderly. He works according to the rules that apply strictly and his instructions must be obeyed.

4. The Type of Democratic Leadership

A democratic leader considers himself to be part of his group and together with his group try to be responsible for the implementation of common goals so that each member is also responsible, so each member participates in every activity, planning, organizing, monitoring, and evaluating. Each member is considered a valuable potential in the effort to achieve goals.

5. Paternalistic Leadership Type

This leadership is established by a fatherly influence in the leader-group relationship. Its purpose is to protect and to give direction like a father to his child.

6. Types of Leadership According to Talent

Usually arises from groups of people who are informal where they may practice with a competition system, so that it can lead to the competitiveness of the group in question and usually there will be leaders who have weaknesses among those in the group.

2.2 Organizational Culture

Sobirin (2007) describes that in general the concept of organizational culture is divided into two schools of thought (schools – ideational and adaptationist schools). The first school of ideational school looks more at the culture of an organization than what is shared (understood, inspired, and practiced together) by members of a community/society. This school is usually adopted by organization theorists who use an anthropological approach as a basis. The second school, the adaptationist school sees culture from what can be observed both from organizational buildings such as the architecture/spatial structure of an organization's physical buildings and from the people involved in it such as behavior patterns and the way they communicate. In short, adaptationist schools see culture from outside the organization. Followers of this school are mostly managers and business practitioners who treat culture as an internal variable to increase organizational effectiveness. In addition to the two schools above, the combination of the two realist schools is also widely known. Adherents of the third school realize that organizational culture is a complex thing that cannot be understood only from the behavior patterns of its people but also the source of that behavior. The reciprocal relationship between the two becomes quite important in studying culture.

Partially, the notions of culture and organization have different meanings and organizational culture also has different meanings. Culture is an important concept in understanding society and human groups for a long time. Culture is a complex or behavioral assumption of stories, metaphorical methods, and various other ideas that become one collective in determining what it means to be a member of a particular society. Culture is a pattern of all material conditions or all behaviors that society has traditionally adopted as a solution to the problems of its members, culture also includes all the ways that have been organized, beliefs, norms, implicit cultural values and premises that are basic and contain a command. The organizational concept is defined as follows:

1. A subsystem of the wider environment.
2. All arrangements are oriented towards people goals and objectives which include.
3. An engineering subsystem, people who use knowledge, techniques, equipment, and facilities.
4. A subsystem structure, people who work together in an integrated activity.
5. A psychosocial subsystem, people in social relationships.

2.3 Work Discipline

Work discipline is one thing that is very important and is applied in an organization in the company. Some work systems are based on the level of discipline of a worker in carrying out his work. A worker who carries out work discipline well certainly makes it easier for a company to achieve its goals. According to Hasibuan (2012) discipline is defined if employees always come and go home on time, do all their work well, and comply with all company regulations and applicable social norms.

Discipline is a person's awareness and willingness to obey all applicable rules and regulations. Good employee discipline can reflect how much responsibility an employee has for his work. This can encourage work passion so that organizational goals can be achieved (Hasibuan, 2012). Discipline is an attitude of willingness and willingness of a

person to obey and obey the norms of the regulations that apply around him. From the understanding of discipline according to the expert, it can be concluded that discipline in an organization is needed to smooth all existing affairs. For example, an errand boy in an office arrives late, as a result, all of the work rooms in the office are locked, so that the office's activities are disrupted, because there are no employees who can carry out their activities, thus disrupting the operation process that day.

2.4 Employee Performance

Marwansyah (2012) states that performance is an abbreviation of work energy kinetics whose equivalent in English is performance. Performance is the output produced by the functions or indicators of a job or a profession within a certain time. Performance or performance is the achievement or achievement of a person with respect to the tasks assigned to him. Performance can be viewed as a process as well as the result of work. Performance is a process of how work takes place to achieve work results. However, the results of the work itself also show performance.

The factors that influence the achievement of performance are the ability factor and the motivation factor and formulate that:

a. Ability Factor

Psychologically, the ability of the ability consists of the ability and the ability of reality. This means that leaders and members who have an IQ above the average (IQ 110-120) let alone a superior IQ, very superior, gifted and genius with sufficient education for their position and skilled in doing daily work, will more easily achieve maximum performance.

b. Motivation Factor

Motivation is defined as an attitude of leaders and members towards work situations in their organizational environment. Those who are positive (pro) towards their work situation can show high work motivation and vice versa if they are negative (contra) to their work situation can show poor work motivation. Performance standards required by employees in an organization, namely:

1. Quality of work, is the quality of the work produced can be satisfactory for users or not, so that it is used as a work standard.
2. Communication, namely employees are able to make good relations with other employees or with their leaders.
3. Promptness, namely the speed of work as measured by the level of time, so that employees are required to work fast to achieve satisfaction and improvement in work.
4. Capability, namely the ability to work as much as possible.
5. Initiative, that is, each employee is able to solve his own work problems so that infertility does not occur at work.

III. Research Method

The approach used in this research is quantitative, with explanatory methods, more specifically causality associative. Quantitative research is a systematic scientific study of the parts and phenomena and the causality of their relationships (Octiva et al., 2021; Pandiangan et al., 2021; Pandia et al., 2018). The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to natural phenomena (Octiva et al., 2018; Pandiangan, 2018). The explanatory method is a method

developed to investigate a phenomenon that has not been studied before or has not been well explained before in an appropriate way. Its main purpose is to give us details about where small amounts of information can be found. Associative causality method is a method used to examine the effect of one or several variables that affect the affected variable (Asyraini et al., 2022; Octiva, 2018; Pandiangan, 2015).

This research partner is PT Naghayasha Rahardja. Cooperation with industry is carried out so that there is harmony for the application of science into the real world. From the information obtained by the researcher, PT Naghayasha Rahardja is facing problems in the field of human resources, namely the decline in the performance of employees, marked by several employees arriving late and some employees who decided to leave PT Naghayasha Rahardja, inspiring researchers to conduct research related to this with the Director of Resources. Human Resources PT Naghayasha Rahardja. The research unit is all employees of PT Naghayasha Rahardja in various units, as many as 180 employees.

Partner researchers have the right to be actively involved in research, from the start of the research to completion. Upon completion of the research, partner researchers have the right to include their names in the publication of this research article in the planned journal. Partner researchers are responsible for research processes, especially in terms of distributing questionnaires, and conducting data processing.

The results of hypothesis testing use the T-statistic and P-value in the bootstrapping algorithm report. T-statistic is a value that is used to see the level of significance in hypothesis testing by finding the T-statistic value through the bootstrapping procedure (Jibril et al., 2022; Pandiangan et al., 2018; Pandiangan, 2022). P-value is a statistical measurement used to validate a hypothesis against observed data. A P-value measures the probability of obtaining the observed results, assuming that the null hypothesis is true. The lower the P-value, the greater the statistical significance of the observed difference (Pandiangan et al., 2022; Tobing et al., 2018).

IV. Results and Discussion

Hypothesis Testing Results

Table 1. Results of Direct Relationship Hypothesis Testing

Hypothesis	Original Sample	Standard Deviation	T-Statistic	P-Value	Conclusion
Work Discipline ->Employee Performance	0.391	0.104	3.754	0.000	Received
Leadership ->Employee Performance	0.051	0.088	0.575	0.565	Rejected
Organizational Culture ->Employee Performance	0.497	0.101	4.900	0.000	Received

Source: Smart PLS 3.0 Processing Results

Tabel 2. Results of Role Moderation Hypothesis Testing

Moderation Role	f-Square	T-Statistic	P-Value	Conclusion
Leadership (Work Discipline*Employee Performance) ->Employee Performance	0.084	3.437	0.001	Received
Organizational culture (Work Discipline*Employee Performance) ->Employee Performance	0.071	4.361	0.000	Received

Source: Smart PLS 3.0 Processing Results

The results show that work discipline has a positive and significant effect on employee performance. Leadership has no significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Leadership moderates the relationship between work discipline and employee performance. Organizational culture moderates the relationship between work discipline and employee performance.

V. Conclusion

The results show that work discipline has a positive and significant effect on employee performance. Leadership has no significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Leadership moderates the relationship between work discipline and employee performance. Organizational culture moderates the relationship between work discipline and employee performance.

Suggestions for future research can separate the population groups used, by distinguishing between groups of workers who serve as staff, and other groups who serve as managers. In addition, it is recommended to add variables outside of this study to find out further what factors affect employee performance.

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