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Determinants of Employee's Discipline and Motivation: Evidence from Banks in Indonesia

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ABSTRACT

This study aims to identify and analyze the effect of discipline on outsourcing employee performance and motivation in Mandiri Bank Retail Risk Group either individually or together. In this study to obtain data with field research conducted through observation and distributing questionnaires to all outsourcing employee of Mandiri Bank Retail Risk Group as respondents and literature study. The research method is quantitative analysis, by using statistical techniques. Step-by-step method of research was conducted with test reliability, validity test, correlation analysis, multiple regression analysis, significance and analysis of partial and simulant determination. The result showed that discipline and motivation have a significant positive impact on performance. Results of this study also note that discipline variables on the dimensions environmental factors are more influential on performance. However, dimensions of motivation variables on the dimensions of intrinsic motivation have more influence on the performance variables on behavioral dimensions of work. The result showed also the dominant influence of discipline on performance.

JEL Classification: E23; J21; M51.

Keywords: Employee's Discipline; Motivation; Performance; Indonesia.

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1. INTRODUCTION

The implementation and improvement of discipline became an important part of human resources management as one of the important factors to enhance the productivity and performance of employees. Through the discipline of work practices, organizations expecting employee's contributions to support the objectives of the organization consistently and directional. In Bank Mandiri Retail Risk Group often found the phenomenon of negative behavior toward the discipline of work of employees outsourcing comprising desk collector and field collector, some of them high rates of absence, coming late, ill without annotate so that could affect in a decrease in employee performance and the target collection cannot be reach. The problems are the absence level of outsourcing employee higher than the absence level of permanent employee and turnover. Based on the data during the month of September 2012 to February 2013, 62 people (3.23%) are the total amount of outsourcing employees resigned. This amount is considerably higher compared with the total amount of permanent employees who resigned during the month of September 2012 until March 2013 which are 5 people (0.5%). The identification problems that can be studied are as follows:

- The absence of employee outsourcing
- Turnover rate of employee outsourcing
- Collection and calling target that is not achieved by desk collector

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- Visiting target per day that is not achieved by field collector

The core issues to be discussed in this research are as follows:

Is discipline significantly effect on the performance of outsourcing employee?

Is motivation significantly effect on the performance of outsourcing employee?

Is the discipline and motivation jointly significantly effect on the performance of outsourcing employee?

Theoretically, this research is intended to test the validity of various concepts of discipline and motivation to performance. This research resulted can be used as a reference for future research for employees, customers or debtors in Mandiri Bank in Retail Risk Group.

2. LITERATURE REVIEW

Empirical studies in the services marketing literature generally focused on the roles of firms, customer satisfaction and service quality concepts (Milohnic, 2012; Arasli et al., 2005a; 2005b; 2008; Dagli, 2014; Cakir & Eru, 2013; Katircioglu et al., 2011a; 2011b; 2011c; 2012; Kilinc et al., 2013; Suvittawat, 2015; Muderrisoglu, 2014; Carsamer, 2012; Bulut & Sayin, 2010; Mehtap-Smadi, 2010). On the other hand, discipline of work is defined as an attitude, behavior, and the appropriate regulatory action of the organization in the form of written or not (Didit, 2013). Therefore, if organization has made the regulations that were obeyed by employees, then the discipline has been able to establish discipline of work as a tool for managers to communicate with employees, so, they are willing to change a behavior to raise awareness and willingness to meet all the regulations of the company (Rival, 2011). Discipline of work according to Sutrisno (2011) are as follows:

- Obey the rule of time
- According with company regulations about rules of office hours that is time to come, rest and time to go home.
- Obedience to company regulations.
- The rules about how to dress, and behave in the work.
- Obedience to the rules of conduct in the work.
- Shown by the ways of doing the work in accordance with the position, duties and responsibilities and how to relate to other units in the company.
- Obedience to the other rules in the company.
- Rules about what is allowed and what should not be done in the company.

According of Kurt Lewin's formula the dimensions and indicators of discipline for employees are as follows:

- The dimension of the personality with indicators of discipline because of compliance, identification, and internalization.
- The dimension of environmental with indicators of consistency, fair, open and positive attitude.

Motivation is the urge from of him/herself or from outside (another person) to do something. Motivation is determined by psychological factors and mental attitude of people who are facing a situation. Humans are driven to do and perform an activity because they want to fulfill some purpose. Herzberg concluded that job satisfaction is always associated with the content type of work (job content), and dissatisfaction work always caused by the employment relationship with the other aspects related to the job (job context). The work satisfaction was called motivator, and dissatisfaction are called hygiene factors. Hygiene factors prevent dissatisfaction but instead causes of satisfaction. According to Herzberg, these factors do not motivate the employees to work. The factors can

motivate the employees are called a motivator, which is approximately equal to the higher levels of Maslow's hierarchy of needs. The dimensions and indicators of motivation are follows:

- Intrinsic motivation; with indicators of achievement, recognition, responsibility, work challenges, contribution and opportunities.
- Extrinsic motivation; with indicators of salary, security, status, working conditions, improvement, relations with leader, company policies and relationships with co-workers.

Performance is often defined as the performance of the work, or the work achievement. The performance is not only the results of the work, but also the process of the work. An organization can progress and develop or vice versa depending on the individual performance of the organizations. The organization performance supported from the personal performance. The dimensions and indicators of performance variables as follows:

- Work result: indicators are quantity of work, quality of work, speed and accuracy when doing the work.
- Behavioral: indicators are professionalism, teamwork and time management.
- The personal attitude: the indicators are attitude in work, adaptability, morale and initiative

The theoretical framework in this study consists of two factors that effect performance which are dicipline and motivation. The conceptual method is presenting in Figures 1:

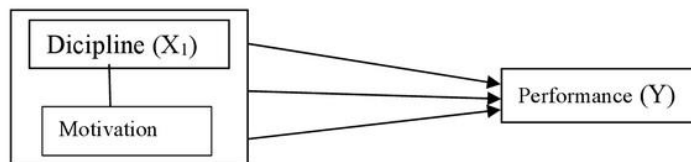


Figure 1.
Theoretical Framework

Regard to Figure 1 and literatures that mentioned above the hypotheses of this research are as follows:

- H1: Dicipline has positive effect on employee performance.
- H2: Motivation has positive effect on employee performance.
- H3: Dicipline and Motivation have positive effect on employee performance.

In the following sections, we will explain how to test these hypothese and getting the results.

3. RESEARCH METHODOLOGY

The samples of this study are performance. Data statement has been taken from the samples through employee's absence and resigned from the period September 2012 to March 2013. This study uses performance as the dependent variable. While, this study uses dicipline and motivation as independent variables. This study used a multiple regression analysis to test the strength influence of the variables - variables determinant (Dicipline, Motivation and Performance). The formula is:

$$Y = a + b1X1 + b2X2e \quad (1)$$

Where

Y: Performance period t, a : constant, b1, b2 : Regression Coefficients, X1: Dicipline, X2: Motivation.

T-test aims to show how the influence is big of the independent variables in explaining the partial dependent variabl² The hypothesis is formulated as follows:

Ho: $\beta_1, \beta_2 = 0$, it means there is no significant positive effect among variables discipline, motivation against performance.

Ha: $\beta_1 > 0$, it means that there is a significant positive effect among variables of dicipline against performance
 Ha: $\beta_2 > 0$, it means that there is a significant positive effect among variables of motivation against performance, significant rate that used is 5% ($\alpha = 0.05$).

Decision was taken to use:

If p-Value $< \alpha$, Ho is refused and Ha is accepted.

If p-value $> \alpha$, then Ho is accepted, Ha is rejected

F-test is used to determine the effect of all the independent variables simultaneously or together on the dependent variable. This hypothesis is formulated as follows:

Ha: $\beta_1, \beta_2 > 0$, it means there is a significant and positive effect on independent variables in the form of discipline, motivation against performance, significant level is 5% ($\alpha = 0.05$).

Decision was taken to use:

If p-value $< \alpha$ then Ho is rejected and Ha is accepted.

If p-value $> \alpha$ then Ho is accepted and Ha is rejected.

In the next section, we will explain results of tests completely.

4. RESULTS AND DISCUSSION

Dicipline variable have two dimensions and seven indicators which is presented as follows:

Table 1. Discipline Variable's Analysis

imensions	Indicators	Questions	Scale					Total	Average of scores	Average of indicators	Average of dimensions	Average of variables
			5	4	3	2	1					
Personality	Compliance	1	106	44	10	2	0	162	4.57	4.57	4.55	4.41
		Percentage	65.43	27.16	6.17	1.23	0	100				
		Score	530	176	30	4	0	740				
	Identification	2	86	63	8	5	0	162	4.42	4.42		
		Percentage	53.09	38.89	4.94	3.09	0	100				
		Score	430	252	24	10.0	0	716				
	Internalization	3	120	30	10	2	0	162	4.65	4.65		
		Percentage	74.07	18.52	6.17	1.23	0	100				
		Score	600	120	30	4	0	754				
Environment	Consistency	4	78	63	17	4	0	162	4.33	4.33	4.26	
		Percentage	48.15	38.89	10.49	2.47	0	100				
		Score	390	252	51	8	0	701				
	Fair	5	84	67	9	2	0	162	4.44	4.44		
		Percentage	51.85	41.36	5.56	1.23	0	100				
		Score	420	268	27	4	0	719				
	Positive Attitude	6	71	70	16	5	0	162	4.28	4.28		
		Percentage	43.83	43.21	9.88	3.09	0	100				
		Score	355	280	48	10	0	693				
	Open	7	60	48	52	0	2	162	4.01	4.01		
		Percentage	37.04	29.63	32.10	0	1.23	100				
		Score	300	192	156	0	2	650				

According to Table 1, the average value of the dimensions of personality factors is 4.55 and the dimension of the environmental factors is 4.26. Thus the discipline of work that has been applied in the company is quite better than

the discipline that has been owned by the employees. While the average variable discipline is 4.41, indicates that the discipline of the employees and discipline that is formed by the company is good enough. Although it has been quite good, this discipline has to be constantly improved so hopefully will be able to improve the performance of the company.

Table 2. Motivation Variable's Analysis

Dimensions	Indicators	Questions	Scale					Total	Average of scores	Average of indicators	Average of dimensions	Average of variables
			5	4	3	2	1					
Intrinsic Motivation	Achievement	8	91	53	15	3	0	162	4.43	4.43	4.19	4.03
		Percentage	56.17	32.72	9.26	1.85	0	100				
		Score	455	212	45	6	0	718				
	Recognition	9	75	78	9	0	0	162	4.41	4.41		
		Percentage	46.30	48.15	5.56	0	0	100				
		Score	375	312	27	0	0	714				
		10	51	94	17	0	0	162	4.21	4.21		
		Percentage	31.48	58.02	10.49	0	0	100				
		Score	255	376	51	0	0	682				
	Responsibility	11	108	52	0	2	0	162	4.64	4.58		
		Percentage	66.67	32.10	0	1.23	0	100				
		Score	540	208	0	4	0	752				
		12	93	61	8	0	0	162	4.52			
	Percentage	57.41	37.65	4.91	0	0	100					
	Score	465	244	24	0	0	733					
	Work challenges	13	45	91	21	5	0	162	4.09	4.09		
		Percentage	27.78	56.17	12.96	3.086	0	100				
		Score	225	364	63	10	0	662				
Improvement	14	65	91	6	0	0	162	4.36	4.36			
	Percentage	40.12	56.17	3.70	0	0	100					
	Score	325	364	18	0	0	707					
Contribution	15	16	61	55	23	7	162	3.35	3.35			
	Percentage	9.88	37.65	33.95	14.20	4.332	100					
	Score	80	244	165	46	7	542					
Opportunities	16	61	64	29	6	2	162	4.09	4.09			
	Percentage	37.65	39.51	17.90	3.70	1.23	100					
	Score	305	256	87	12	2	662					
Extrinsic Motivation	Salary	17	3	36	103	18	2	162	3.12	3.12	3.88	
		Percentage	1.85	22.22	63.58	11.11	1.23	100				
		Score	15	144	309	36	2	506				
	Security	18	27	99	27	9	0	162	3.89	3.89		
		Percentage	16.67	61.11	16.67	5.56	0	100				
		Score	135	396	81	18	0	630				
	Status	19	27	84	32	16	3	162	3.72	3.87		
		Percentage	16.67	51.85	19.75	9.88	1.85	100				
		Score	135	336	96	32	3	602				
20		40	95	17	10	0	162	4.02				
Percentage	24.69	58.64	10.49	6.17	0	100						

Table 2. Motivation Variable's Analysis (Continued)

	Score	200	380	51	20	0	651		
Working Conditions	21	46	91	25	0	0	162	4.13	4.13
	Percentage	28.40	56.17	15.43	0	0	100		
	Score	230	364	75	0	0	100		
Relations with leader	22	37	105	20	0	0	162	4.10	4.10
	Percentage	22.84	64.81	12.35	0	0	100		
	Score	185	420	60	0	0	665		
Company Policies	23	18	93	51	0	0	162	3.80	3.80
	Percentage	11.11	57.41	31.48	0	0	100		
	Score	90	372	153	0	0	615		
Relationship with co-workers	24	52	96	14	0	0	162	4.23	4.23
	Percentage	32.10	59.26	8.64	0	0	100		
	Score	260	384	42	0	0	686		

The average value of intrinsic motivation dimension is equal to 3.64, while the dimension of extrinsic motivation is 3.88. It indicates that extrinsic motivation employee owned outsource employee is good enough. While the employee's intrinsic motivation is still lacking. The average value of motivation variable is 3.76 that means the overall employee motivation of outsource employees bank group retail risk are good enough. The average value of the dimensions of the work is 3.75. This indicates that the results of the work shown by the employees are quite high. The average value of performance variable is 3.89 which shows that the performance has been given by the employees are high enough.

Table 3. Performance Variable's Analysis

Dimensions	Indicators	Questions	Scale					Total	Average of scores	Average of indicators	Average of dimensions	Average of variables
			5	4	3	2	1					
Work Result	The quantity of work	25	11	95	52	4	0	162	3.70	3.70	3.75	3.89
		Percentage	6.79	58.64	32.10	2.47	0	100				
		Score	55	380	156	8	0	599				
	The quality of work	26	33	79	50	0	0	162	3.90	3.90		
		Percentage	20.37	48.77	30.86	0	0	100				
		Score	165	316	150	0	0	631				
	Speed of work	27	4	120	39	0	0	162	3.79	3.79		
		Percentage	2.469	74.074	23.47	0	0	100				
		Score	200	480	114	0	0	614				
	Exactness in doing work	28	2	107	44	4	5	162	3.60	3.60		
		Percentage	1.23	66.05	27.16	2.47	3.09	100				
		Score	10	428	132	8	5	583				
Behavior of work	Professionalism	29	71	81	10	0	0	162	4.38	4.38	4.05	
		Percentage	43.83	50	6.17	-	0	100				
		Score	355	324	30	0	0	709				
	Cooperation	30	22	81	100	0	0	162	3.65	3.65		
		Percentage	13.58	50	27.16	6.17	3.09	100				
		Score	110	324	132	20	5	591				
	The utilization of time	31	40	98	24	0	0	162	4.10	4.10		
		Percentage	24.69	60.49	14.81	0	0	100				
		Score	200	392	72	0	0	664				
The personal attitude	Attitude in work	32	20	119	23	0	0	162	3.98	3.98	3.88	
		Percentage	12.35	73.46	14.20	0	0	100				
		Score	100	476	69	0	0	645				
	The ability to adapt	33	38	99	25	0	0	162	4.08	4.08		
		Percentage	23.46	61.11	15.43	0	0	100				
		Score	190	396	75	0	0	661				
	Spint	34	48	88	22	4	0	162	4.11	4.11		
		Percentage	29.63	54.32	13.58	2.47	0	100				
		Score	240	352	66	8	0	666				
	Initiative	35	19	52	68	13	10	162	3.35	3.35		
		Percentage	11.73	32.10	41.98	8.02	6.17	100				
		Score	95	208	204	26	10	543				

The result using SPSS generated multiple correlation is 0.535. The value of R that means the discipline and motivation with performance of outsource employee bank retail risk group have a fairly strong relationship.

Table 4. Regression Analysis

Coefficients ^a Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.976	3.417		4.676	.000
x1	.385	.087	.324	4.433	.000
x2	.214	.050	.314	4.295	.000

a. Dependent Variable: y

According to Table 4, discipline regression coefficient is 0.385, motivation regression coefficient is 0.214, the constant value is 15 976. Thus, the equation of the line can be determined as follows:

$$Y = 15.976 + 0.385X_1 + 0.214X_2 \quad (2)$$

Error Standard 3.417 0.087 0.50

Coefficient Standardβ 0.324 0.314

t_{count} 4.676 4.433 4.295

Significant 0.000 0.000 0.000

Based on the regression equation above, it can be determinate that the performance is affected by discipline rather than motivation. T-test of discipline variable on performance variable can be determined by comparing the value of t_{count} of each independent variable with t_{table} (critical value with significance level is 5%). Decisions are as follow:

If t_{count}>t_{table}: H₀ accepted and H_a rejected, so, mean hase ffect

If t_{count}<t_{table}: H₀ accepted and H_a rejected, so, mean has no effect

Test results: t_{count}>t_{table}, 4,433>1,97.

Because t_{count}>t_{table} and t is significantly less than 5% (0.0000 <0.05), it can be concluded that discipline variable has significant positive effect on performance variable. H₀ is rejected and H_a is accepted. Thus, there is the effect of discipline on performance, so the hypothesis is accepted.

T-test of motivation variable on performance variable can be determined by comparing the value of t_{count} of each independent variable with t_{table} (critical value with significance level is 5%). Decisions are as follow:

If t_{count}>t_{table}: H₀ rejected and H_a accepted, so, mean has effect.

If t_{count}<t_{table}: H₀ accepted and H_a rejected, so, mean has no effect.

Test results : t_{count}>t_{table} , 4,295 >1,97

Because t_{count}>t_{table} and t is significantly less than 5% (0.0000 <0.05), it can be concluded that motivation variable has significant positive effect on performance variable. H₀ is rejected and H_a accepted. Thus, there is the effect of motivation on performance, so, the hypothesis is accepted.

The result by SPSS generated value of Adjusted R Square which is 0.277. The value of R-square that performance on variable is affected by discipline variable and motivation variable of 0.277, or 27.7%, while the remaining 72.3% is affected by other factors which are not examined in this research. F-test is used to determine the effect of dicipline variable and motivation variable simultaneously or together on performance variable. It can be determined by comparing the value of F count each independent variable with F-table (critical value with significance level is 5 %). Decisions are as follow:

If $F_{count} > F_{table}$: H_0 rejected and H_a accepted, so, mean has effect

If $F_{count} < F_{table}$: H_0 accepted and H_a rejected, so, mean has no effect

Test results : $F_{count} > F_{table}$, $31.818 > 3.05$

Table 5. F-Test Results

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	771.479	2	385.739	31.818	.000 ^a
	Residual	1927.633	159	12.123		
	Total	2699.111	161			

a. Predictors: (Constant), x2, x1, b. Dependent Variable: y

Based on the table above, the significant value of F is 0.000, so, compared with $\alpha = 5\%$, the significance of F is less than 0.05 ($0.000 < 0.05$), it can be concluded that discipline variable and motivation variable simultaneously have a significant effect on performance variable. The value of $F_{count} > F_{table}$, then H_0 is rejected and H_a accepted. Thus, there is the effect of discipline and motivation on performance, so, the hypothesis is accepted.

Table 6. Correlation Matrix

Variable	Performance			
	Dimension	Work result	Behavior	Personal Attitude
Discipline	Personality	0.215	0.14	0.158
	Environmental	0.45	0.447	0.293
Motivation	Intrinsic	0.33	0.447	0.339
	Extrinsic	0.085	0.243	0.256

Discipline variable has two dimensions that are personality and environmental correlated with the dimensions of performance variable. The personality factors correlated with work is 0.215 which has low correlation level, the behavior of 0.14 has weak correlation level and the personal attitude of 0.158 has low correlation. The environmental factor has the highest correlation of 0.45 with work, thus, it has strong correlation level, the behavior is 0.447 which has strong enough correlation level, the personal attitude is 0.293 that has low correlation level. In conclusion, the discipline of the employees gives the maximum contribution to the performance. Motivation variable has two dimensions are intrinsic motivation and extrinsic motivation correlated with the dimensions of performance variables that work, work behavior and personal attitude. The intrinsic motivation has the highest correlation with behaviour (0.447). It means that the correlation has a strong enough level. While the correlation between intrinsic motivation with personal attitude is 0.339 that has strong enough correlation level, and the correlation between intrinsic motivation with work is of 0.33 which has low correlation level. Thus the dimension of intrinsic motivation has a strong enough correlation level on behavior and personal attitude related with the job.

Extrinsic motivation is the dimension that has the highest correlation with personal attitude which is equal to 0.256, it means that it has weak correlation. While correlation of extrinsic motivation on is 0.243, thus, has low correlation level. The correlation with the work result is 0.085, it has low correlation. Therefore, based on the correlation matrix above, it can be concluded that the dimensions of discipline that most influence on performance, namely on environmental factors than on personality factors. Environmental factors have a great effect on the performance contained in the behavioral dimension. The motivations dimensions that has the most influence, is extrinsic motivation than intrinsic motivation. Extrinsic motivation has the greatest effect on performance, is the behavioral dimension.

5. CONCLUSION

This study aims to identify and analyze the effect of discipline on outsourcing employee performance and motivation in Mandiri Bank Retail Risk Group either individually or together. The results of this study are as follow:

1. Discipline and motivation jointly effect the performance. This means that employees who well-disciplined and have the motivation to work better, it will produce a good performance.
2. Discipline that effect on performance which is resulted of those environmental factors have the greatest influence on the results of the work. Thus, the discipline that is formed by the company, can be accepted and executed by employees will acquire good performance.
3. Motivation that has effect on performance of generated intrinsic motivation has the greatest influence on work behavior. If the intrinsicmotivation of the employees be increased and encouraged by the company, therefore, employees have good working behavior.
4. The most dominant influence between discipline and motivation on performance is variable discipline.

Recommendation

These recomendations that can be used to increase the performance of outsourcing employee in Mandiri Bank Retail Risk Group are as follow:

1. Discipline needs to be improved because it has a positive and significant influence to increase the employee's performance. The employees obey with weekday attendance, the timeliness of entering and leaving work, obeying the rules, the working procedures as well as the duties and obligations.
2. The effort to increase the employees' performance, the company should pay attention the other influences such as motivation, compensation, work environment and others.

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