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**The Effect of Work Discipline, Motivation, and Work Experience on Employee
Performance at PT. Indomarco Adi Prima Gresik**

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ABSTRACT

Background - This study is to determine the effect of work discipline, work motivation, and work experience on employee performance at PT. Indomarco Adi Prima Gresik.

Design/methodology/approach - The population in this study are permanent employees at PT Indomarco Adi Prima Gresik, totaling 80 employees. This study uses quantitative research, this study uses a sampling technique, namely the saturated sampling technique. The sample used is 80 permanent employees at PT Indomarco Adi Prima Gresik.

Research implications - The results of this study indicate that the Work Discipline variable has a t value (5.545) > t table 1.665, Motivation has a t arithmetic value (4.417) > 1.665, and Work Experience (7.259) > 1.665 so that the variable has a partial effect. on Employee Performance

Limitations - This research was only carried out in this study, only on permanent employees at PT Indomarco Adi Prima Gresik.

Keywords: Work Discipline, Motivation, Work Experience, Employee Performance

1. INTRODUCTION

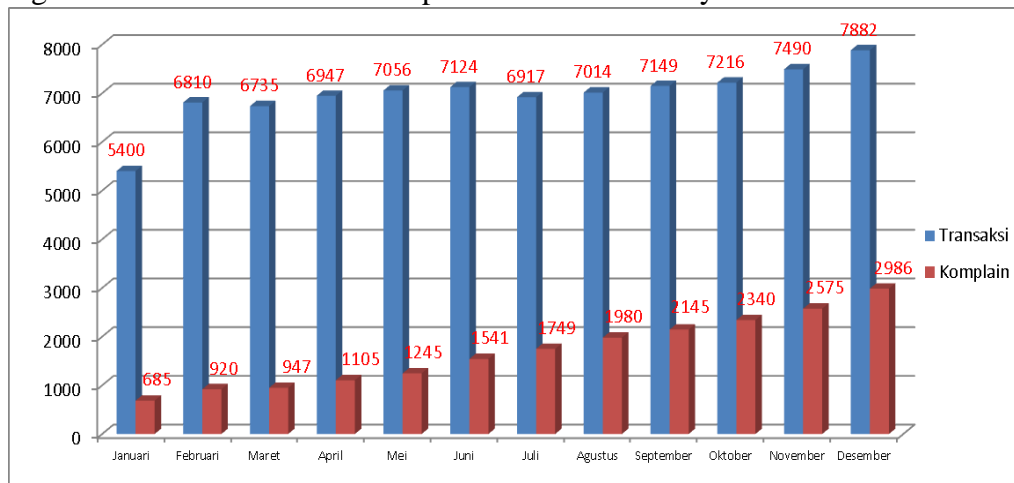
Today companies have realized that human resources (HR) is very important in achieving company goals. Global competition is one of the factors where companies not only need employees who are skilled in their fields but also employees who are willing to work hard so they can achieve optimal results. This shows that employees also contribute to the company, therefore it can be said that employees are the factor that has the most direct impact on the competitiveness of a company (Ardana, et al 2013: 11).

Human resources are one of the determinants of company success because the role of human resources is to plan, implement, and control various company operational activities (Ardana, et al 2013: 3). In addition, effective and efficient management of human resources will optimize company performance in terms of income and expenses. Company performance is largely determined by one of the elements in human resources, namely employees. Employees are an important element in the company because their performance will have an impact on the company's operational activities. If employee performance is low, it will become an obstacle for the company in achieving its goals. This makes the company carry out several activities such as recruiting, selecting, training, and retaining quality employees who have optimal performance. Companies need to pay attention to their employees so they can contribute well to the company. Thus employee performance also determines the creation of a goal expected by a company.

According to Hamali (2016: 101) states that employee performance is influenced by factors consisting of internal employee factors, the internal environment of the organization and the external environment of the organization for example talent and personal traits, employee discipline, work experience, motivation, economic life, and so on.

One company that needs to pay attention to employee performance is PT. Indomarco Adi Prima, a company engaged in the wholesale of food products. PT. Indomarco Adi Prima tries to improve employee performance because increased employee performance will lead to effective performance, with effective performance it is hoped that it will be able to improve management systems that are not good. So that employee performance will increase service quality can increase customer satisfaction at PT. Indomarco Adi Prima Gresik. By looking at the results of the data in table 1.1 the level of customer complaints that come in every month is increasing in terms of service, product and packaging, it can be concluded that employee performance is decreasing every month.

Figure 1.1 Total Consumer Complaint Data for January – December 2020



Source : PT Indomarco Adi Prima Gresik (2020)

Sinambela (2016; 484) stated that employee performance influences their understanding of the type of work and skills to do the job, so one must be able to improve their abilities and skills. In addition, the contribution of work motivation to performance cannot be ignored. Even though the employee's ability is very good, the motivation is low, and of course the performance will be low. At PT. Indomarco Adi Prima Gresik problems that occur are still high levels of employee tardiness, there are still many employees who are absent from work and there are often employees who practice during working hours.

Work Discipline is a person's awareness and willingness to burden all applicable regulations and norms. Awareness is the attitude of a person voluntarily obeying all rules and being aware of his duties and responsibilities so that he will obey/do all his work properly, not coercion (Hasibuan, 2016: 193). At PT Indomarco Adi Prima Gresik, the problems that occur are the high rate of employee tardiness, many employees who are absent from work and frequent employees doing training during working hours.

Work discipline at PT. Indomarco Adi Prima is one of the factors in employee performance because there are still many employees who do not comply with existing company regulations. The employee work discipline factor consists of timeliness for coming to work and not coming in without explanation, and without confirmation from superiors, causing an explosion in the schedule on the work shift at the hours determined by the superior.

On the aspect of employee motivation, based on interviews with employees of PT. Indomarco Adi Prima, the salary received has been given according to the cooperation agreement even though it has reached the district umk, apart from the salary received every month, PT.

Indomarco Adi Prima also uses a reward system with a monthly turnover target system. If you reach the turnover target set by the company, then employees will get rewards which are distributed per month for every violation of the turnover target set by the company. One other factor that can affect employee performance is work experience. Work experience gained by employees who already have more expertise in their work and are expected to have experience in solving various kinds of problems, according to the individual abilities of each employee. Work Experience is the mastery of employee knowledge and skills as measured by length of service, level of knowledge and skills possessed by employees (Handoko, 2014: 24). With quite a long experience and quite a lot, it is hoped that they will have greater abilities than those without work experience. At PT. Indomarco Adi Prima Gresik, the problem that occurs is that there are still some employees who are overwhelmed with work in the company, so the process is not perfect. There are also several employees who have not mastered how to operate the equipment within the company.

Increasing work discipline, motivation and work experience in accordance with the company's expectations can add to good performance, thereby providing satisfaction at work and commitment to employees, to advance a company as a company engaged in the wholesale of food products PT. Indomarco Adi Prima Gresik is expected to improve employee performance so as to improve employee work quality.

2. METHOD

a. Research Approach and Research Locations

The assessment in this study uses a quantitative approach. In this research will be carried out at PT. Indomarco Adi Prima Gresik is located at Jl. Roomomanyarrejo No. 244A, Kec. Gresik, Gresik Regency, East Java 61131

b. Population and Sample

The population to be taken in this study are permanent employees at PT. Indomarco Adi Prima Gresik, totaling 80 respondents.

c. Types, Sources and Data Collection Techniques

The types of data in this study are primary and secondary data, namely data collected directly by the researcher and the respondents' answers using a questionnaire. Sources of data in this study from the results of the respondents' answers. The data collection technique in this study was to use a questionnaire (questionnaire)

Measurement Variables

d. Data analysis technique

The method used is multiple linear regression. This analysis is used to determine the relationship of the independent variable (X) to the dependent variable (Y). The formula used for multiple linear regression is as follows:

$$Y=a+b_1 X_1+B_2 X_2+B_3 X_3+e$$

3. RESULT AND DISCUSSION

The results of the validity test of this study with r table of 0.219. Then r count > r table, all statement items from all independent and dependent variables are proven valid.

Tabel 1

Valibity Test Results

Variabel	rhitung	rtabel	Sig	formation
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ork Discipline (X1)				
X1.1	0.649	0.219	0,000	Valid
X1.2	0.606	0.219	0,000	Valid
X1.3	0.836	0.219	0,000	Valid
X1.4	0.706	0.219	0,000	Valid
X1.5	0.691	0.219	0,000	Valid
ork Motivation (X2)				
X2.1	0.728	0.219	0,000	Valid
X2.2	0.681	0.219	0,000	Valid
X2.3	0.765	0.219	0,000	Valid
ork Experience (X3)				
X3.1	0.698	0.219	0,000	Valid
X3.2	0.746	0.219	0,000	Valid
X3.3	0.636	0.219	0,000	Valid
mployee Performance (Y)				
Y1	0.499	0.219	0,000	Valid
Y2	0.820	0.219	0,000	Valid
Y3	0.671	0.219	0,000	Valid
Y4	0.799	0.219	0,000	Valid
Y5	0.684	0.219	0,000	Valid
Y6	0.830	0.219	0,000	Valid

Reliable measurement using the SPSS 22 application, the statistical test used Cronbach Alfa (α) is said to be reliable if the value of $\alpha > 0.70$. From the results of the calculation, the Cronbach alpha value is greater than 0.7 and is declared reliable.

Table 2

Reliability Test Results

Variabel	Alpha Value	Reliabel	Information
Work Discipline (X1)	0.780	0.70	Reliabel
Work Motivation (X2)	0.755	0.70	Reliabel
Work Experience (X3)	0.767	0.70	Reliabel
Employee Performance (Y)	0.781	0.70	Reliabel

Based on the output results below, it can be seen that the significance value is $0.068 > 0.05$ so it can be concluded that the data tested is normally distributed.

Table 3

Normality Test Results

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Asymp. Sig. (2-tailed)	.068^c
a. Test distribution is Normal.	

From the results of data processing below, it is obtained that the tolerance value is greater than 0.10 or the same as the VIF value is less than 10, it can be concluded that the regression model shows no multicollinearity.

Table 4
Multicollinearity Test Results

Variabel	Tolerance > 0,10	VIF < 10	Criteria
Work Discipline (X1)	0.713	1.403	Non multikolinearitas
Work Motivation (X2)	0.479	1.678	Non multikolinearitas
Work Experience (X3)	0.643	1.387	Non multikolinearitas

Based on the output below, it shows that the Glejser test value can be seen with sig > 0.05. For the sig value of work discipline of 0.249, the sig value of motivation is 0.359, the sig value of work experience is 0.509. So it can be concluded that there are no symptoms of heteroscedasticity.

Table 5
Heteroscedasticity Test Results

Variabel	Signifikansi	Conclusion
Work Discipline (X1)	0,249	There is no Heteroscedasticity
Work Motivation (X2)	0,359	There is no Heteroscedasticity
Work Experience (X3)	0,509	There is no Heteroscedasticity

This analysis is used to determine whether the variables of corporate image, quality of service, interest rates, and promotions on the decision to take mortgages (KPR) at PT. State Savings Bank (Persero) Tbk. Gresik Branch Office k. Tests carried out using SPSS version 17 obtained the following results:

$$Y = 2,311 + 0,352 X1 + 0,428 X2 + 0,831 X3 + e$$

Table 6
Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.311	1.315		1.756	.083
	Work Discipline	.352	.063	.348	5.545	.000
	Work Motivation	.428	.097	.304	4.417	.000
	Work Experience	.831	.114	.453	7.259	.000

a. Dependent Variable: Employee Performance (Y)

The coefficient of determination (R²) basically measures how far the ability to explain the

independent variable to the dependent variable. The coefficient of determination (R^2) can be seen in the following table:

Table 7
The results of the Coefficient of Determination R^2

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.786	.778	1.487
a. Predictors: (Constant), Work Experience, Work Discipline, Motivation				
b. Dependent Variable: Employee Performance				

To find out whether each independent variable (X) partially has an influence on the dependent variable (Y).

Table 8
Test Results t

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.311	1.315		1.756	.083
	Work Discipline	.352	.063	.348	5.545	.000
	Work Motivation	.428	.097	.304	4.417	.000
	Work experience	.831	.114	.453	7.259	.000
a. Dependent Variable: Employee Performance (Y)						

The test results on the direct evidence variable can be obtained with a significance value of work discipline, motivation, work experience of $0.000 <$ from the significance level α (0.05) then H_0 is rejected and H_1 is accepted, which means work discipline (X1) partially affects employee performance (Y).

The Effect of Work Discipline on Employee Performance

The results showed that the work discipline variable (X1) proved to have a positive and significant effect on employee performance (Y). This is in line with the theory according to (Hasibuan, 2014: 193) Discipline is the awareness and willingness of a person to comply with all company regulations and applicable social norms. The results of this study are relevant to the statements of Vionota, Sitepu, and Panjaitan (2017) which show that Work Discipline has a positive effect on the performance of PT employees. State Savings Bank (Persero), Tbk Pangkalpinang Branch. Thus the relationship between Work Discipline (X1) and Employee Performance (Y) is positive.

The Effect of Work Motivation on Employee Performance

The results showed that the variable work motivation (X2) proved to have a positive and significant effect on employee performance (Y). This is in line with the theory according to Gitosudarmo and Sutrisno (2016; 109) stating that motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior. Every activity carried out by someone must have a factor that drives the activity.

The motivating factor for a person to carry out a particular activity in general is the person's needs and desires. The results of this study are relevant to the statements of Fadil and Hasanudin (2020) which show that motivation has a positive effect on employee performance at the Bait Qur'ani Ciputat Foundation. Thus the relationship between Motivation (X2) and Employee Performance (Y) is positive.

Effect of Work Experience on Employee Performance

The results showed that the variable work motivation (X2) proved to have a positive and significant effect on employee performance (Y). This is in line with the theory according to Handoko (2014: 24), Work experience is mastery of employee knowledge and skills as measured by length of service, level of knowledge and skills possessed by employees. These results indicate that the higher the work experience, the higher the employee performance. The results of this study are relevant to the statements of Pua, Lengkong, and Woran (2017) which show that work experience has a positive effect on employee performance at PT. Manado Water. Thus the relationship between work experience (X1) and employee performance (Y) is positive.

4. CONCLUSION

Based on the results of data analysis and interpretation of the results, the conclusions drawn from researchers with the title "The Influence of Work Discipline, Motivation, and Work Experience on Employee Performance at PT. Indomarco Adi Prima Gresik" are as follows:

- a. Work discipline has a positive and significant influence on the performance of employees of PT. Indomarco Adi Prima Gresik.
- b. Motivation has a positive and significant influence on the performance of employees of PT. Indomarco Adi Prima Gresik.
- c. Work experience has a positive and significant influence on the performance of employees of PT. Indomarco Adi Prima Gresik.

The results showed that work discipline, work motivation and work experience have an influence on the performance of employees at PT. Indomarco Adi Prima Gresik. Based on the research results, PT. Indomarco Adi Prima Gresik must provide strict sanctions to employees who do not arrive on time so that the absence system goes well, must further increase employee motivation, for example in terms of providing salaries in accordance with the company's capabilities, in addition to providing incentives to employees who excel, provide rewards both in material and non-material form is further enhanced because by providing appropriate salaries, incentives, and rewards will increase employee productivity so that employee performance will increase. And PT. Indomarco Adi Prima Gresik must also pay attention to the work experience of employees in terms of the length of time employees have worked. In terms of the ability of each employee by providing knowledge on employee understanding related to their work, for example the service department is given knowledge about service excellent and the packaging department is given knowledge about quality control so that the employee's ability to product knowledge, work skills, job mastery and employee equipment mastery is increased. So that in carrying out and carrying out his work duties can be maximized.

For future researchers the results of this study can be used as a reference for further researchers by increasing the number of new research variables, because from the results of this study the R Square value obtained was 78.6% meaning that the variables of work discipline, work

motivation and work experience were able to explain employee performance by 78.6%, while the rest can be caused by other factors outside of these variables. So it is recommended for future researchers to add new variables, the new variable recommendations are as follows. According to (Sutermeister, 1999) states that the factors that influence employee performance consist of abilities, knowledge, expertise, education, training, interests, personality attitudes physical conditions and physiological needs, social needs, and egoistic needs

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