

## THE INFLUENCE OF WORK DISCIPLINE AND LOYALTY ON EMPLOYEE PERFORMANCE AT PT. FAJAR MANDIRI BAROKAH SUMEDANG REGENCY

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### Abstract

*This research aims to determine the influence of discipline and work loyalty on employee performance at PT. Fajar Mandiri Barokah, partially and simultaneously. The research method used in this research is descriptive and verification with a quantitative approach. Descriptive analysis is used to describe respondents' responses regarding research variables. Meanwhile, verification analysis or hypothesis verification is whether there is an influence of discipline and work loyalty on employee performance. In this study, a saturated sample of 30 PT employees was taken. Fajar Mandiri Barokah Sumedang Regency. Data instrument testing was carried out using validity and reliability tests, while for verification analysis using a correlation test with the results of a simultaneous correlation between discipline and work loyalty on employee performance was 0.804 which means it has a very strong relationship, multiple linear regression analysis with the result  $Y = 4.910 + 0.367 x_1 + 0.921 x_2$ .  $a = 4.910$  This shows that if the value of work discipline and loyalty is zero then the employee performance value is 4.910.  $b_1 = 0.367$  This shows that every 1% increase in work discipline will be followed by an increase in employee performance of 0.367.  $b_2 = 0.921$  This shows that every 1% increase in work loyalty will be followed by an increase in employee performance of 0.921. From the calculation of the coefficient of determination, discipline and work loyalty simultaneously have a strong influence on employee performance of 64.6%. Then, for the simultaneous F test, the decision-making criteria were found to be that H1 was accepted because the calculated F value was  $> F_{table}$  ( $24.645 > 3.35$ ). It can be concluded that work discipline and loyalty influence employee performance at PT. Fajar Mandiri Barokah.*

**Keywords:** Work Discipline; Work Loyalty; Employee Performance

### INTRODUCTION

According to Hasibuan, Malayu (2016: 193) explains that "discipline is the most important operational function of HRM because the better the employee's discipline, the higher the work performance they can achieve" (Hasibuan.2016). This statement emphasizes the importance of

discipline in organizations as a key element in human resource management. Discipline refers to employee compliance with the rules and procedures established by the organization. Good discipline includes various aspects such as punctual attendance, compliance with the code of

ethics, and consistency in carrying out duties and responsibilities.

High discipline in the work environment can create a more orderly and efficient work atmosphere. Disciplined employees tend to have higher motivation, better focus in completing tasks, and are able to work well with other colleagues. This not only increases individual productivity but also contributes to achieving overall organizational goals (Desler, 2013).

Discipline also plays a role in forming a positive organizational culture. A disciplined organizational culture will encourage employees to develop good work habits, such as arriving on time, completing tasks according to deadlines, and adhering to established work quality standards. Thus, discipline can help create a work environment that is harmonious and conducive to professional development (Armstrong, 2012).

In addition, good discipline can improve an organization's reputation in the eyes of stakeholders, including customers, business partners and prospective employees. Organizations that are known to have disciplined employees will be considered more reliable and professional. This can increase customer trust and loyalty, as well as attract the best talents to join the organization (Jakson, 2011).

It cannot be denied that implementing discipline in an organization requires great effort and commitment. Management must be able to establish clear regulations and provide adequate training to employees regarding the importance of discipline. Apart from that, an effective monitoring and disciplinary enforcement mechanism is also needed. Employees who violate the rules must be given appropriate sanctions to enforce discipline. However, it is also important to give awards to employees who show good discipline as a form of appreciation and motivation (Kreitner, 2013).

Discipline also has a direct impact on employee career development. Disciplined employees tend to have greater opportunities for promotions and career advancement. They show high commitment and responsibility, so they are more trusted to hold more strategic positions. In addition, discipline helps employees in self-development, such as increasing skills and knowledge relevant to their work (Schermerhorn, 2012).

In a broader context, discipline is also related to moral aspects and work ethics. Discipline reflects the integrity and professionalism of an employee. Disciplined employees tend to be more honest, responsible and reliable. They maintain the good name of themselves and

the organization, and become role models for other colleagues (Robbins, 2012).

However, it is important to remember that discipline must be built with a balanced approach. Being too strict in applying discipline can cause undue stress on employees, which can ultimately have a negative impact on their well-being and productivity. Therefore, management must be able to create a supportive work environment, where discipline is applied in a fair and humane way (Luthans, 2011).

Overall, discipline is one of the key elements in human resource management that should not be ignored. As explained by Hasibuan, good discipline will have a significant positive impact on employee work performance and achievement of organizational goals. Thus, organizations need to continue to strive to improve discipline through various effective policies and programs (Mondy, 2016). According to Hasibuan, Malayu (2011: 95) explains that "loyalty is reflected by the willingness of employees to protect and defend the organization inside and outside work from being undermined by irresponsible people".

According to AA Anwar Prabu Mangkunegara. (2013: 67) "performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him".

PT. Fajar Mandiri Barokah in Sumedang Regency is a private company engaged in selling sand and stone. Production activities of PT. Fajar Mandiri Barokah from breaking large stones into small ones and selling them in large and small batches. Then, through its transport fleet of dump trucks, fuso and tronton, it distributes building materials obtained by breaking large stones into small sizes using a crusher to various projects in Majalengka, Sumedang, Kuningan and Indramayu Regencies. As various projects increase, customer demand increases, to cope with the increasing number of requests, PT. Fajar Mandiri Barokah improves the performance of its employees in producing split stone, stone ash, screening. Factors that influence employee performance can start with disciplining employees by arranging punctual entry, departure and shift changes between employees, obedience to the company in order to maintain the company's smooth running of its vision and mission. Therefore, employees are required to be disciplined in carrying out company regulations. Responsibility in carrying out tasks, every employee has obligations given by the company in their duties. If an employee is undisciplined, the company can give the employee sanctions in the form of up to three SPs (warning letters), fines or salary

cuts, demotion, employee suspension, and the company can even terminate employment (PHK). Aspects of loyalty in the workplace, such as: obeying all applicable laws and regulations, following instructions given by authorized superiors, following set working hours, contributing ideas and energy sincerely to the organization. Honesty, including always carrying out tasks with full sincerity without feeling forced, not blaming the authority vested in him and reporting work results to superiors as they are. By achieving work discipline and work loyalty at PT. Fajar Mandiri Barokah can improve employee performance.

The influence of employee performance will increase along with a high level of work discipline and employee loyalty to the company. Based on the phenomena and background mentioned above, this research aims to conduct research on the Influence of Work Discipline and Loyalty on Employee Performance at Pt. Fajar Mandiri Barokah Sumedang Regency.

## **METHODS**

This research is quantitative because measuring research variables in the form of numbers can carry out analysis in statistical form. Meanwhile, the research approach used is the descriptive analysis

method and the verification analysis method. (Farisi & Siregar, 2020)

## **Population and Sample**

The population is the entire research target. According to Sugiyono (2017: 80) "population is a generalization area consisting of objects/subjects that have certain qualities and characteristics which are determined by the researcher to be studied and then drawn conclusions". The population of this research is all employees at PT. Fajar Mandiri Barokah with 30 employees. The sample used in this research is a saturated sample or census. The reason for choosing a saturated or census sampling technique was because the number of PT. Fajar Mandiri Barokah employees was small so the entire population was used as the sample. Meanwhile, a large sample tends to provide or be closer to the true value of the population or it can be said that the error rate is smaller. Therefore, the sample taken for this research was 30 people.

## **Data collection technique**

When viewed from the data source, data collection can use primary sources and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors, for example through other people or documents. In this research, the

primary data source used is observation, interviews and distributing questionnaires, while the secondary data source in this research is data or documents contained in companies that are relevant to the problems in this research.

### Data analysis technique

#### Descriptive Analysis

Descriptive analysis is research carried out to determine the value of the independent variable and dependent variable (Sugiyono 2017: 206). This analysis uses a formula:  $\text{Total Score} = \frac{\text{Actual Score}}{\text{Ideal Score}} \times 100\%$

The actual score is the answer of all respondents to the questionnaire that has been submitted. The ideal score is the highest score or weight or all respondents are assumed to choose the answer with the highest score.

#### Verification Analysis

Verification analysis is a research method that aims to determine the relationship between two or more variables, or a method used to test the truth of a hypothesis Sugiyono (2015: 36). In this research, the analysis used is the data normality test, simple correlation analysis, simple regression analysis and calculation of the coefficient of determination.

## RESULTS AND DISCUSSION

### Results and Discussion

#### Descriptive Analysis

In this research the author distributed questionnaires to 30 respondents who were employees of PT. Fajar Mandiri Barokah, to find out data regarding discipline variables, work loyalty and employee performance. The following are the results of the descriptive analysis in this research:

**Table 4.1**  
**Descriptive Analysis of Variables**

| No | Variable             | Actual Score | Ideal Score | Percentage | Category  |
|----|----------------------|--------------|-------------|------------|-----------|
| 1. | Work Discipline      | 1010         | 1200        | 84.17%     | Very good |
| 2. | Work Loyalty         | 503          | 600         | 83.83%     | Good      |
| 3. | Employee performance | 981          | 1200        | 81.75%     | Good      |

Source: Primary data processing

#### Verification Analysis

Analysis is used to analyze data or samples and the results are applied to the population. This analysis is suitable for use in this research, because the population and sample are clear.

##### 1. Normality test

- a) The work discipline variable Kolmogorov-Smirnov value is 0.116 with a significance of 0.200 which is greater than  $\alpha = 0.05$ . This means that work discipline is normally distributed.
- b) The Kolmogorov-Smirnov value of the work loyalty variable is 0.178 with a significance of 0.160 which is greater than  $\alpha = 0.05$ . This means that work loyalty is normally distributed.

c) The employee performance variable Kolmogorov-Smirnov value is 0.153 with a significance of 0.070 which is greater than  $\alpha = 0.05$ . This means that employee performance is normally distributed.

## 2. Simple and Multiple Correlation

From the primary data processing table (SPSS) it can be concluded that:

- a) The significance value for work discipline with employee performance is  $0.000 < 0.05$ , which means there is a significant correlation between work discipline and employee performance. Meanwhile, the Pearson correlation value of 0.684 shows a strong relationship between work discipline and employee performance.
- b) The significance value for work loyalty with employee performance is  $0.000 < 0.05$ , which means there is a significant correlation between work loyalty and employee performance. Meanwhile, the Pearson correlation value of 0.762 shows a strong relationship between work discipline and employee performance.
- c) The simultaneous correlation between work discipline and work loyalty on employee performance is 0.804, which means it has a very strong relationship. Positive correlation also shows that the relationship between the three variables

is unidirectional, meaning that if work discipline and work loyalty increase, employee performance will increase

## 3. Simple and Multiple Linear Regression

a) The influence of work discipline on employee performance at PT. Fajar Mandiri Barokah Sumedang Regency.

From the results of these calculations, the following equation can be written:  $Y = a + bx$

$Y = 7.392 + 0.752x$  which means: This shows that if the work discipline value is zero then the employee performance value is 7.392. This shows that every 1% increase in work discipline will be followed by an increase in employee performance of 0.752.

b) The influence of work loyalty on employee performance at PT. Fajar Mandiri Barokah Sumedang Regency.

From the results of these calculations, the following equation can be written:  $Y = a + bx$

$Y = 11,240 + 1,280x$  which means: This shows that if work loyalty is zero then the employee performance value is 11,240.  $b = 1,280$ . This shows that every 1% increase in work loyalty will be followed by an increase in employee performance of 1,280.

c) The influence of work discipline and work loyalty on employee performance

at PT. Fajar Mandiri Barokah Sumedang Regency.

From the results of these calculations, the following equation can be written:  $Y = a + b_1x_1 + b_2x_2$

$Y = 4.910 + 0.367 x_1 + 0.921 x_2$   $a = 4.910$  which means: This shows that if work discipline and loyalty are zero then the employee performance value is 4.910.

$b = 0.367$ . This shows that for every 1% increase in discipline and work loyalty the value remains constant, it will be followed by an increase in employee performance of 0.367.

$b = 0.921$  This shows that for every 1% increase in work loyalty and discipline the value remains constant, it will be followed by an increase in employee performance of 0.921.

#### 4. Coefficient of Determination

a) Coefficient of Determination of Work Discipline on Employee Performance

The coefficient of determination value obtained was 0.468 or 46.8%. These results show that work discipline has a sufficient influence on employee performance.

b) Coefficient of Determination of Work Loyalty on Employee Performance

c) The coefficient of determination value obtained is 0.580 or 58%. These results show that work loyalty has a strong influence on employee performance.

d) Coefficient of Determination of Work Discipline and Work Loyalty on Employee Performance

Based on table 4.39 from the results of the coefficient of determination, it can be seen that the R value = 0.804. To determine the magnitude of variation in employee performance, it can be seen from the R square value obtained at 0.646. This means that variations in employee performance are influenced by work discipline and employee loyalty. The coefficient of determination is 64.6%. So it can be concluded that discipline and work loyalty simultaneously have a strong influence on employee performance.

### Hypothesis test

#### One Sample t test

1. Work discipline at PT. Fajar Mandiri Barokah in Sumedang Regency is at least 60% of the expected criteria. From the table data above, it can be interpreted that the value of  $t_{count} > t_{table}$  ( $58.447 > 1.699$ ). So  $H_a$  is accepted and  $H_0$  is rejected, meaning the work discipline hypothesis at PT. Fajar Mandiri Barokah in Sumedang Regency is at least 60% of

the expected criteria. This means that there is no difference between the estimated population and the data collected by the sample. From sample calculations, an average value of 84.17% was obtained.

2. Work loyalty to PT. Fajar Mandiri Barokah in Sumedang Regency is at most 90% of the expected criteria. From the table data above, it can be interpreted that the value of  $t_{count} > t_{table}$  ( $44.525 > 1.699$ ). So  $H_0$  is accepted and  $H_a$  is rejected, meaning the work loyalty hypothesis at PT. Fajar Mandiri Barokah in Sumedang Regency is at most 90% of the expected criteria. This means that there is no difference between the estimated population and the data collected by the sample. From sample calculations, an average value of 83.83% was obtained.
3. Employee performance at PT. Fajar Mandiri Barokah in Sumedang Regency is at most 85% of the expected criteria. From the table data above, it can be interpreted that the value of  $t_{count} > t_{table}$  ( $51.681 > 1.699$ ). So  $H_0$  is accepted and  $H_a$  is rejected, meaning the employee performance hypothesis at PT. Fajar Mandiri Barokah in District 88 Sumedang has a maximum of 85% of the expected criteria. This means that there is no difference between the estimated

population and the data collected by the sample. From sample calculations, an average value of 81.75% was obtained.

### T test Partial

**Table 4.2**

**T Test Results (Partial)**

| No | Variable                                  | tcount | ttable |
|----|---|--------|--------|
| 1  | Work discipline on employee performance   | 2,241  | 1,703  |
| 2  | Work loyalty towards employee performance | 3,682  | 1,703  |

Source: Primary data processing

From the results of the calculations above it can be concluded:

1. The value of  $t_{count}$  (2.241)  $>$  (1.703)  $t_{table}$  means that work discipline has a positive and significant effect on employee performance at PT. Fajar Mandiri Barokah.
2. The value of  $t_{count}$  (3.682)  $>$  (1.703)  $t_{table}$  means that work loyalty has a positive and significant effect on employee performance at PT. Fajar Mandiri Barokah.

### Simultaneous F test

The F statistical test is used to test whether the independent variable simultaneously has a significant or insignificant influence on the dependent variable. (Sugiyono, 2015: 194)

From the calculation results it can be concluded:



1.  $H_1 : b_1 = b_2 > 0$  ; Discipline and work loyalty have a positive and significant effect on employee performance at PT. Fajar Mandiri Barokah.
2. The decision making criteria is that  $H_1$  is accepted because the value of  $F_{count} (24.645) > F_{table} (3.35)$ .

The results of research regarding work discipline based on the average score obtained by respondents were 84.17%, so the work discipline variable according to respondents' responses was in the "Very Good" criteria. The results of research regarding work loyalty are based on the average answer score respondents obtained was 83.83%, so work loyalty according to respondents' responses was within the "Good" criteria. The results of research regarding employee performance based on the average score obtained by respondents were 81.75%, so the work performance variable according to respondents' responses was within the "Good" criteria. The research results show a strong relationship between work discipline and employee performance. Then work discipline has a positive and significant influence on employee performance at PT. Fajar Mandiri Barokah Sumedang Regency. The research results show a strong relationship between work loyalty and employee performance. Then work loyalty has a positive and significant

influence on employee performance at PT. Fajar Mandiri Barokah Sumedang Regency. The research results showed that the simultaneous F correlation between discipline and work loyalty on employee performance had a very strong relationship. Then work discipline and loyalty simultaneously have a strong influence on employee performance.

## CONCLUSION

From the results of research regarding work discipline and loyalty on employee performance at PT. Fajar Mandiri Barokah Sumedang Regency researchers can find out several things that are in accordance with the objectives of the research carried out, including:

1. Work discipline based on the average score of respondents' answers obtained was 84.17%, so the work discipline variable according to respondents' responses was in the "very good" criteria.
2. Work loyalty based on the average score obtained by respondents was 83.83%, so work loyalty according to respondents' responses was within the "good" criteria.
3. Employee performance based on the average score obtained by respondents is 81.75%, so the work performance variable according to respondents' responses is already in the "good" criteria.

4. The research results show a strong relationship between work discipline and employee performance. Then work discipline has a positive and significant influence on employee performance at PT. Fajar Mandiri Barokah, Sumedang Regency
5. The research results show a strong relationship between work loyalty and employee performance. Then work loyalty has a positive and significant influence on employee performance at PT. Fajar Mandiri Barokah, Sumedang Regency.
6. The research results showed that the simultaneous F correlation between discipline and work loyalty on employee performance had a very strong relationship. Then work discipline and loyalty simultaneously have a strong influence on employee performance.

### **Recommendation**

#### 1. For Companies

Based on the distribution of respondents' answers via questionnaires that have been distributed to PT employees. Fajar Mandiri Barokah Sumedang Regency regarding work discipline, work loyalty and employee performance, it can be seen that employees have participated in all activities carried out by the company properly and correctly according to the directions given by the company. This can be seen from the

large item scores obtained from the results of descriptive analysis, including work discipline, work loyalty and employee performance. For this reason, so that work discipline and work loyalty can have a continuous influence on employee performance, it is a good idea for the company to continuously maintain and improve what the company has been running so far so that everything can run well and provide good returns. also towards the company.

#### 2. For future researchers

In this research, the variables used are work discipline and work loyalty. So, for further research, it would be a good idea to add variables that are missing in this research, so that the research conducted will look even more interesting. There are several variables that are good to use as additional variables in this research, namely: Motivation, compensation, stress and work environment variables.

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