

Research.

## THE EFFECT OF JOB MOTIVATION AND JOB DISCIPLINE UPON JOB PERFORMANCE OF EMPLOYEES IN THE PERSONAL CARE DEPARTMENT AT PT. RECKITT BENCKISER INDONESIA

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**Abstract.** *In this case, the company must be able to manage the existing human resources effectively and efficiently, so the company can achieve the goals that have been set-up. So, employee's job performance has been a very important role to the success or failure of a company. Several factors that affect employee job performance are motivation and work discipline. Partial test results (T-test) about the influence of motivation on employee' job performance has shown the value of T-count of 6.146 with significance of 0.000. It indicates that the variable of motivation has positive and significant effect on employee job performance. Because value T-count > T-table or 6.146 > 1.665 and level of significance < level significance or 0.000 < 0.050. and test result regarding the influence of work discipline on employee job performance shows the value of T-count of 3.019 with significance of 0.003. it indicates that the variable of work discipline have positive and significant effect on employee job performance. Because value T-count > T-table or 3.019 > 1,665 and level of significance < level of significance or 0.003 < 0,050. While testing simultaneously (F-test) about the influence of motivation and work discipline on employee job performance shows the value of F-count of 47,215 with significant of 0,000. It indicates that the variable of motivation and work discipline have positive and significant effect on employee job performance. Because value F-count > F-table or 47,215 > 3,111 and level of significance < level of significance or 0,000 < 0,050.*

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Keywords: Job Satisfaction, Leadership Behavior, Motivation, Performance

### INTRODUCTION

Recent global era development has been created competitive business for the companies. The companies are obliged to developing and being exist if they want to compete. In this case, companies have to be able to manage their available human resources effectively and efficiently in order the companies can reach their objectives determined. Only the companies which are able to manage and develop their human resources, obviously will be competing continuously and existing in the recent modern era. According to Mangkunegara mentioned on Bintoro and Daryanto (2017 : 106) job performance is a good result of the work either in quality or quantity achieved by some one who executing the jobs in accordance with the responsibility given. Hasibuan in National Journal of Suparno and Sudarwati (2014) defined that job performance is actually job result achieved by someone or group of people in an organization which is complying with their tasks and responsibility to reach the goals of company legally, but it should not break the laws, however it should be in compliance with the etics and moral.

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Motivation is an important factor influencing the employee's job performance which is working discipline. Referred to Bintoro and Daryanto (2017 : 95), working discipline is a learning process of the employees in order they can develop their self-control to be more effective at work. Rivai in National Journal of Jouita V. P., Christoffel K., and Agustra L. Repi (2016) defined that working discipline is a tool being used by managers / directors to communicate with the employees to ask them to change their behaviour and efforts in order to improve their awareness and readiness to follow all the applicable regulation and social norms of the company.

Since the job performance of employees is very crucial, that is why it has to be taken care obviously by PT. Reckitt Benckiser Indonesia as the company of cosmetic products that has been producing the product started from raw material which are going to be processed to become the finished products. The company has been selling the products in Indonesia market and exporting the products to the countries in Asia and Europe. The result of employees' job performance has still not satisfied and has not in compliance with the achievement expected. From the perspective of products quality, there is still a lot of employees who are not working precisely causing some mistakes happened related to the product coding and also some employees are still not responsible for their work since they have been neglecting their main jobs, and they are not enthusiastically doing it. Therefore, the company should have to be able to improve the employees' job performance.

Referring to the background aforementioned and result of direct interview with the project supervisor, Ms. Arin Kusmindartiti and production supervisor, Mr. M. Husein S. who are mentioning that there is a motivation and good working discipline in the company available, however, there are still some employees who do not follow the regulation and policies of the company, such as, coming late to work, smoking outside of the company eventhough the bell is ringing, leaving the working area during working hours, going home before working hours is finished, not coming to work without any prior notice.

So that, beginning January up to April in 2017 the output of company has decreased, has not achieved the target of the company, it has happened due to employees' job performance which is less than expecter. Nevertheless, the writer is going to study furthermore about it and using the title of "The Effect of Motivation and Working Discipline upon the Employees' Job Performance in the Personal Care Department at PT Reckitt Benckiser Indonesia".

## **A. Problems Design**

Based on the background above, problems design that will be described in this research is as follows:

1. Has motivation been affecting the job performance of employees in the Personal Care Department at PT Reckitt Benckiser Indonesia?
2. Has working discipline been affecting the job performance of employees in the Personal Care department at PT Reckitt Benckiser Indonesia?
3. Have motivation and working discipline been affecting the job performance of employees in the Personal Care Department at PT Reckitt Benckiser Indonesia?

## **B. Problems Identification**

Limitation of the problems of this research, the researcher is only going to describe the effect of job motivation and working discipline on the Job Performance of employees at Personal Care department at PT Reckitt Benckiser Indonesia

## **C. The Purpose of The Research**

Based on the problems design above, the purposes of this research are as follows:

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1. To find out the effect of job motivation upon the job performance of employees in the Personal Care Department at PT Reckitt Benckiser Indonesia.
2. To find out the effect of working discipline upon the job performance of employees in the Personal Care Department at PT Reckitt Benckiser Indonesia.
3. To find out whether job motivation and working discipline have been positively and significantly affecting the job performance of employees in the Personal Care Department at PT Reckitt Benckiser Indonesia.

## LIBRARY REVIEW

### A. Motivation Definition

Donni Juni Priansa (2016 : 200) motivation is originated from latin word 'Movere' means to push, moving energy or power that have been the cause of an action or an execution. 'Movere' in English is related to 'motivation' which is giving motif, creating motif or something is moving on or the reason to move it. Literally, motivation means giving a motif. Worker is working because he / she has a motif to work. This motif is related to the intention or objective to be achieved. In general, main motif of a worker is looking for income, developing self potential, actualization, and appreciation.

Employees' job motivation has affected the job performance, and as a part of the manager's task to motivate his subordinates to reach the goals of organization. Motivation is describing how to push the spirit of their subordinates to make them work hard by providing them to get their ability and skills in order to achieve the goals of company. According to Hasibuan mentioned on Edy Sutrisno (2016 : 111) described motivation is a purpose driven creating the working spirit of employees in order to make them willingly to work in a team, work effectively and integrated using all the efforts to reach the satisfaction. Andri Feriyanto and Endang Shyta Triana (2015 : 71) described motivation is a kind of suggestion and spirit driven which are appearing because someone has given it to other or to him himself. This kind of purposive driven is to make someone be better than before. Santoso Soroso mentioned on Irham Fahmi (2016 : 100) motivation is a set or a chain of behavior providing a fundamental idea for someone to act in a particular way directing to reach a specific objective. Handoko in the International Journal Priyono, Zaenal M. E. and Dewi Tri W. W. (2015) describing motivation is a purpose driven of individual needs which is driving someone to execute a particular action to reach the goals.

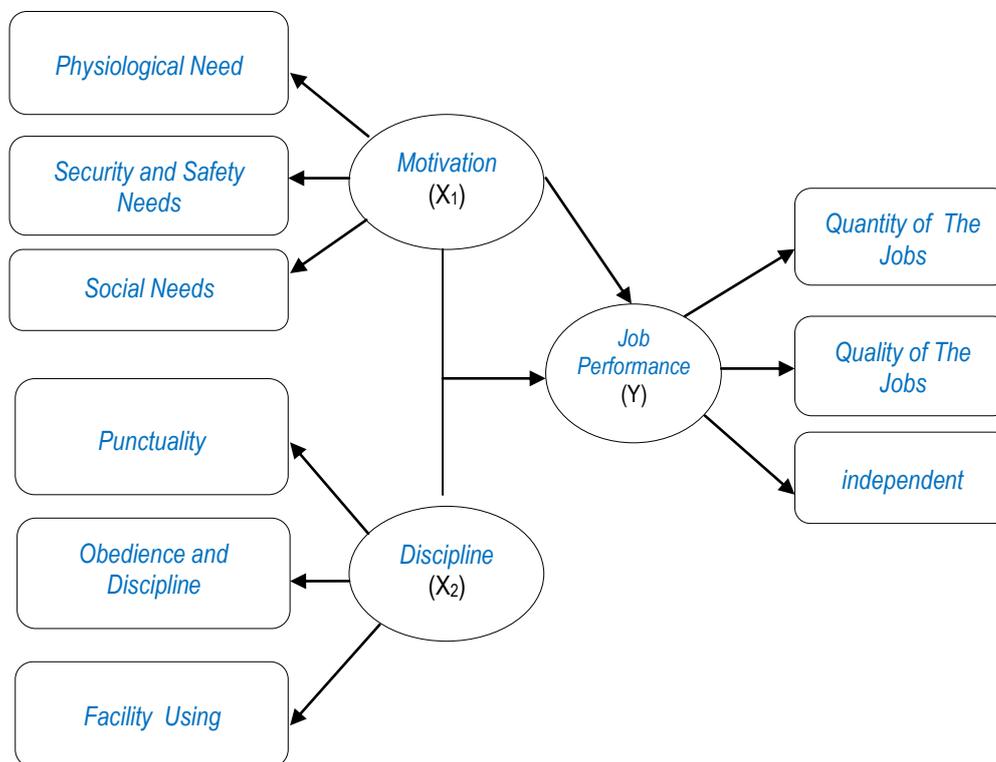
Singodimedjo mentioned on Edy Sutrisno (2016 : 86) mentioned discipline is a readiness and willingness attitude of someone to respect and follow the applicable regulations and norms surroundings. Good discipline of the employees will speed up the objectives of the company, however lack of discipline will become the obstacle or slow down the achievement of company's objectives.

Sondang P. Siagian (2016 : 305) described discipline is a management action to push the members of the organization to execute varied requirement. In other words, employees discipline is a kind of training that is recovering and is creating the knowledge, attitude and behavior of employees, so that the related employees are going to do their jobs cooperatively with others and to improve their job performance obviously.

Job performance or actual performance or level of performance is the achievement level of the employees completing their job. Job performance is not individual characteristics such as the talent or the capability but it is the actualization of individual talent or ability itself. Job performance is an actual result of someone ability at work and it is the achievement of the employees who have been working for his tasks and duties given by organization. (Doni Juni Priansa, 2016 : 269).

Job performance is job achievement which is the comparison between job results and the standard required (Desler, mentioned on Bintoro and Daryanto, 2017 : 106). According to Mangkunegara mentioned on Bintoro and Daryanto (2017 : 106) said that job performance is job output either quantitatively or qualitatively achieved by someone in performing his/her tasks complying with the responsibility given.

## B. Research Design



## RESULT AND DESCRIPTION OF THE RESEARCH

### A. Validity Test

Validity is indicating an actual situation and relating to the compliance of the constructs, or the way how a researcher has determined the concept of an idea and the size. It is referred to the idea of reality which is in compliance with the actual facts. In a simple way, validity has studied about the questions regarding how good the social reality is when it is measured by thru the research which is in compliance with the constructs being used to be understood. Neuman in Duwi Priyatno (2016 : 143).

In SPSS, validity test equipment which mostly used is Pearson Correlation Method that is correlating each score of the item with the score of total item and the method corrected item total correlation which is correlating each score item and score total item followed by correcting the value of correlation. Duwi Priyatno (2016 : 144).

If decision making is made based on the correlation value, the value of  $r_{table}$  on the statistic table of 2 sides test has to be found out before and  $N = 80$  and  $df = (n-2) = (80-2) = 78$  with the significance of 0.05, then  $r_{table}$  value of 0.223 is obtained.

If the value of  $r_{count} > (0.223)$  it means the item is valid.

If the value of  $r_{count} < (0.223)$ , it means the item is not valid.

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Data processing of this research has applied SPSS program Ver. 16.0 (Statistical Product and Service Solution) where each item (variable) can be identified on the correlation table.

Table 1.  
 Result of Validity Test on the Questionnaires of Motivation Variable ( $X_1$ )

No	$r_{count}$	$r_{table}$	Description
X1.1a	0.609	0.223	Valid
X1.1b	0.549	0.223	Valid
X1.1c	0.530	0.223	Valid
X1.2a	0.551	0.223	Valid
X1.2b	0.635	0.223	Valid
X1.2c	0.532	0.223	Valid
X1.3a	0.456	0.223	Valid
X1.3b	0.533	0.223	Valid
X1.3c	0.524	0.223	Valid

Source : Research data processed, 2017

Based on the calculation output / result, it has indicated that  $r_{count} > r_{table}$  which is  $N = 80$  with the significance of 5% is 0.223. It has explained that motivation variables being used in this research all of them is valid and can be used for the data collection.

Table 2.  
 Result of Validity Test of The Questionnaires of Job Discipline Variable ( $X_2$ )

No	$r_{count}$	$r_{table}$	Description
X2.a1	0.532	0,223	Valid
X2.a2	0.453	0,223	Valid
X2.a3	0.458	0,223	Valid
X2.b1	0.553	0,223	Valid
X2.b2	0.616	0,223	Valid
X2.b3	0.588	0,223	Valid
X2.c1	0.478	0,223	Valid
X2.c2	0.543	0,223	Valid
X2.c3	0.410	0,223	Valid

Source : Data of the research processed, 2017

Based on the calculation above, it has indicated that  $r_{count} > r_{table}$  which is  $N = 80$  with the significance of 5% is 0.223. It means that all job discipline variables valid and can be used for data collection.

Table 3.  
 Validity Test Result of The Questionnaire of Job Performance Variable (Y)

No	$r_{count}$	$r_{table}$	Description
Y.a1	0.447	0,223	Valid
Y.a2	0.528	0,223	Valid
Y.a3	0.427	0,223	Valid
Y.b1	0.546	0,223	Valid
Y.b2	0.615	0,223	Valid
Y.b3	0.443	0,223	Valid
Y.c1	0.522	0,223	Valid

No	$r_{count}$	$r_{table}$	Description
Y.c2	0.551	0,223	Valid
Y.c3	0.566	0,223	Valid

Source : Research data processed, 2017

Referring to the calculation above, it has indicated that  $r_{count} > r_{table}$  which is  $N = 80$  with the significance of 5% is 0.223. It means that all job performance variables are valid and can be used for data collection

## B. Reliability Test

Reliability test is used to test the consistency of measuring equipment to see whether the result is still consistent if it is measured repeatedly. The Instrument of the questionnaires which is not reliable will not be consistent in measuring it and the result is unreliable too. Reliability test which is applied in this research is Cronbach Alpha method. Duwi Priatno (2016:154). Referring to Sekaran mentioned on Duwi Priyanto (2016:158) reliability of less than 0.60 is not good, but 0.70 is accepted and more than 0.800 is good. Furthermore, reliability test will use the program of SPSS Ver. 16.00.

Table 4.  
 Result of The Calculation of Variable Reliability Test

No.	Variabel	Cronbach's Alpha	Minimum Cronbach's Alpha requirement	Description
1	Motivation	0,702	0,60	Reliable
2	Disipline	0,651	0,60	Reliable
3	Job Performance	0,657	0,60	Reliable

Source : Research data processed, 2017

The test has indicated that Cronbach's Alpha of each variable is more than the minimum standard of Cronbach's Alpha required which is 0.60, so that, variables of motivation, job discipline and job performance of employees are reliable.

## C. Classical Assumption Test

### 1. Normalization Test

Referring to the data analysis result using SPSS 16.0, it has indicated that the value of Asymp. Sig. (2-tailed) refers to Kolmogrof-Smirnov, if the value of significance (Asymp.Sig)  $> 0.05$  the data has distributed normal, but, if its significance (Asymp.Sig)  $< 0.05$  the data has not distributed normal. Normality test is identified on the attachments and the result is as the following table:

Table 5.  
 Result of Normality Test

**One-Sample Kolmogorov-Smirnov Test**

		x1	x2	Y
N		80	80	80
Normal Parameters <sup>a</sup>	Mean	39.18	38.90	39.22
	Std. Deviation	2.464	2.202	2.227
Most Extreme Differences	Absolute	.139	.146	.141
	Positive	.139	.146	.141
	Negative	-.134	-.095	-.110
Kolmogorov-Smirnov Z		1.241	1.307	1.262
Asymp. Sig. (2-tailed)		.092	.066	.083

a. Test distribution is Normal.

Source: Research data processes, 2017

The value of Asymp.Sig : x1 = 0.092, x2 = 0.066 and y = 0.083 , since the significance value is more than 0.050, the distribution is normal.

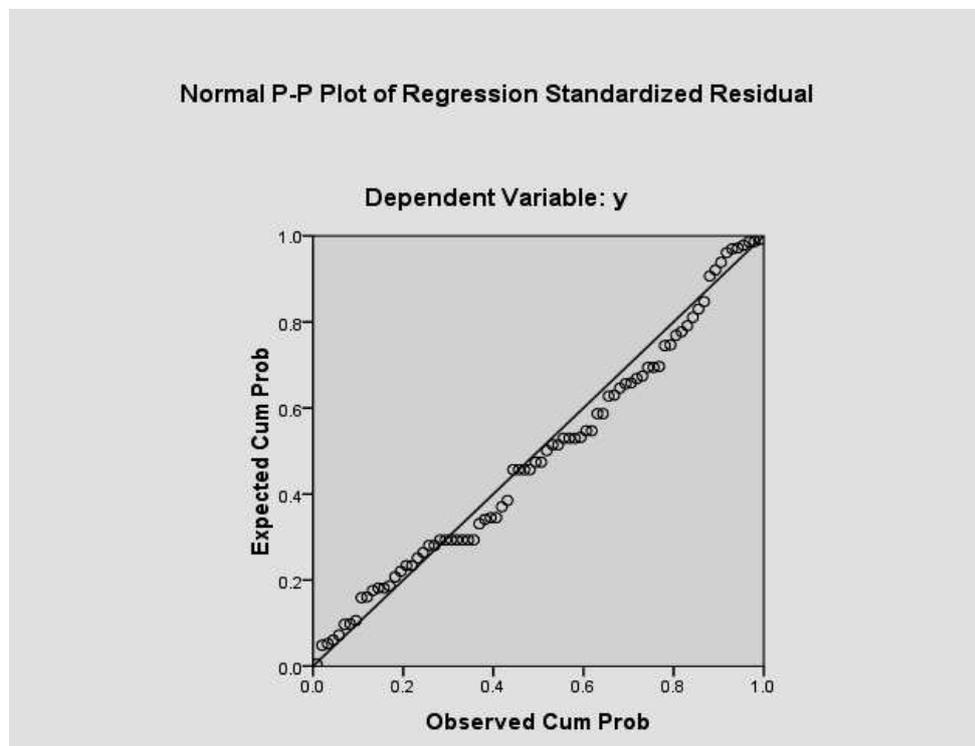


Figure 2. Output SPSS 16 of Normality Test

Histogram graph has formed as a mountain or a bell, and based on the normal graph of p-p plot, it is defined that scatterplot are surroundings the line and along with the diagonal line, however, residual data has been distributed normal. Referring to Kolmogorov-Smirnov test, all variables have significant value of > 0.05 indicating residual normal distribution.

## 2. Multicollinearity Test

Multicollinearity test is to test whether regression model has discovered the correlation among the independent variables. However, good regression model should not indicate any correlation among the independent variables. In order to find out multicollinearity, it can be seen from its tolerance value and its opponent or Variance Inflation Factor (VIF). If VIF is less than 10 and tolerance value is more than 0.1, the regression is free from multicollinearity.

Table 6.  
 Result of Multicollinearity Test

No	Variable	VIF	Tolerance	Description
1	Motivation	1.411	0.709	No Multicollinearity
2	Discipline	1.411	0.709	

Source : Research data processed, 2017

Table 6 above has indicated that there is not any variable having VIF value more than 10 and tolerance value less than 10%, so that, it is concluded that there is not any multicollinearity happened among the independent variables in the regression model obviously.

## 3. Heteroscedasticity Test

Heteroscedasticity test is to test whether in the regression model has had different variance of the residual of one observation to the other one. Heteroscedasticity test can be done by thru the observation of scatterplot patern produced by SPSS. If scatter plot patern has formed a particular patern, then regression model is having heteroscedasticity symptom. Appearing this heteroscedasticity symptom has indicated that the reviewer of regression model is not efficient either it is big or small samples. If there is not any a clear pattern and scatter plots spreading above but below 0 point on Y line, so it is concluded that there is not any heteroscedasticity occurred at all.

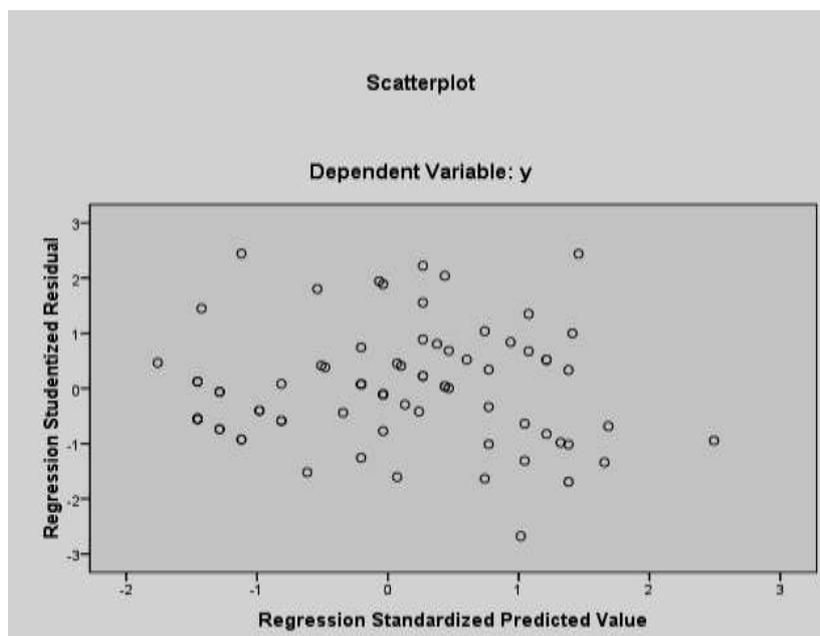


Figure 3. Output of SPSS 16 Heteroscedasticity Test

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The result of heteroscedasticity test has indicated that scatter plots does not form any specific pattern or there is not any clear pattern and scatter plots are spreading above but below 0 (nul) at Y line, it means that there is not any heteroscedasticity happened. Nevertheless, the assumptions of normality, muticolinearity and heteroscedasticity of the regression model have been achieved.

#### D. Multiple Linear Regression Test

Analysis of multi linear regression is used to define whether the effect of dependent variable has happened on the independent variables or not. Statistical calculation of multiple linear regression analysis which is used in this research has applied computer program SPSS for Windows version 16. Summary of data processing using SPSS program is as follows:

Table 7.  
 Result of Multiple Linear Regression

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.701	3.273		2.658	.010
	x1	.504	.082	.558	6.146	.000
	x2	.277	.092	.274	3.019	.003

a. Dependent Variable: y

Source : Research data process, 2017

Referred to SPSS test above, regression equation is as follows;

$$Y = 8.701 + 0.504 X_1 + 0.277 X_2$$

The model has indicated that:

1. Constanta = 8.701

If the variables of motivation and job discipline have been assumed constant, then job performance of employees will increase about 8.701.

2. Motivation Coefficient  $X_1$

Coefficient value of job motivation of 0.504 has indicated that an increasing of 1 score for job motivation, it will be followed by an increasing of job performance of employees which is 0.504

3. Coefficient of Job Description  $X_2$

Coefficient value of job discipline has indicated the value of 0.277 defining that if there is an increasing of 1 score for job discipline, it will be followed by an increasing of job performance which is 0.277.

## E. Hypothesis Test

### 1. Analysis of Partial Effect using T test

This test is to find out the effect of motivation ( $X_1$ ) and job discipline ( $X_2$ ) partially upon job performance of employees variable at PT Reckitt Benckiser Indonesia which has been using t test. The analysis which is using error level ( $\alpha$ )  $10\% : 2 = 5\% = 0.05$  and degree of freedom ( $df$ ) =  $n - k - 1$ .

Description :

- Total of the respondent ( $n$ ) = 80 persons
- Total of independent variable ( $k$ ) = 2
- Level of significance  $\alpha = 5\%$
- Degree of freedom ( $df$ ) =  $n - k - 1 = 80 - 2 - 1 = 77$

It has indicated that  $t_{table}$  value of 1.655 and  $t_{count}$  described on the following table:

Table 8.  
 Result of Hypothesis Test Using Partial Test (T test)

Variable	$t_{count}$	Significance	$t_{table}$
Motivation	6.146	0,000	1,665
Job Discipline	3.019	0,003	1,665

Source : Research data processed, 2017

Based on partial test of motivation variable,  $t_{count} = 6.146$  and significance value of  $0.000 < 0.05$ , so  $H_1$  is accepted. It has indicated that partially  $H_1$  identifying that there is the effect of motivation upon job performance of employees happened is accepted. Based on the partial test of job discipline variable,  $t_{count} = 3.019$  and significance value of  $0.003$ . Since the probability of significance is less than  $0.05$ ,  $H_2$  is accepted. It has indicated that partial  $H_2$  has been defining that there is the effect of job discipline upon job performance of employees happened is accepted.

### 2. Test of Hypotheses $H_3$ Using (F Test)

Table 9.  
 Result of Hypothesis Test Using Simultant Test (F Test)

#### ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	215.901	2	107.951	47.215	.000 <sup>a</sup>
	Residual	176.049	77	2.286		
	Total	391.950	79			

a. Predictors: (Constant),  $x_2$ ,  $x_1$

b. Dependent Variable: y

Source : Research Data processed, 2017

Table 9 above is concluded that the test of the effect of independent variables simultaneously upon dependent variables using f test has indicated statistically calculation of  $f_{count}$  value  $> t_{table}$  which is  $47.215 > 3.111$  and the significance of  $0.000 < 0.05$ . It means that simultaneously motivation and job discipline have affected significantly job performance of employees. So that hypotheses 3 which is motivation and job discipline simultaneously have affected job performance of employees is accepted.

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## F. Determinant Coefficient ( $R^2$ )

Determinant Coefficient ( $R^2$ ) actually has measured how good the summary model has been describing the dependent variable. Value of determinant coefficient is identified on the table 10 as follow:

Table 10.  
 Result of Determinant Coefficient

Model Summary <sup>p</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 <sup>a</sup>	.551	.539	1.512

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Source ; Data processed

The result of calculation has used SPSS program version 16.0 identifying that determinant coefficient (adjusted Rsquare) is 0.539. It means that 53.9% of motivation and job discipline has affected job performance of employees. And the rest of 46.1 % of job performance has been affected by other variables which are not studied in this research.

## G. Data Intrepretation / Description

Actually, based on the result of the research using statistical examination has indicated that the three hypothesis offered are accepted and supported. Hypotheses 1 has presented positive and significant effect of motivation upon job performance of employees. It means that motivation has affected job performance of employees. Test result has indicated  $t_{count}$  of 6.146 and the significance of 0.000. Indicating that motivation variable has significantly affected job performance employees, since  $t_{count} > t_{table}$  or  $6.146 > 1.665$  and the significant level  $<$  significant standard or  $0.000 < 0.050$ . However hypothesis 2 has presented that job discipline has positively and significantly affected job performance of employees. It explains that job discipline has affected job performance of employees. Test result has indicated  $t_{count}$  value of 3.019 and the significance of 0.003. It indicates that job discipline has affected significantly job performance of employees, because  $t_{count} > t_{table}$  or  $3.019 > 1.665$  and the significance level  $<$  significance standard or  $0.003 < 0.050$ .

Hypotheses 3 has presented positive and significant effect of motivation upon job discipline has happened. It means that motivation and job discipline have affected job performance of employees, since  $f_{count}$  of 47.215 and the significance of 0.000, it has identified that motivation and job discipline have affected significantly job performance of employees because  $f_{count} > f_{table}$  or  $47.215 > 3.111$  and significant level  $<$  significant standard  $0.000 < 0.05$ .

## CONCLUSION AND RECOMMENATION

### A. Conclusion

According to the hypothesis test, it has obtained the following:

1. Result of analysis regarding factors that have been affecting job performance of employees has indicated that motivation factor have positive correlated with job performance of employees which has been indicated by coefficient of variable where motivation factor is positive. And the result of the calculation is  $T_{count}$  of 6.146 which is bigger than  $T_{table}$  of 1.665.

2. Result of analysis of job discipline factor has indicated that it has had positive correlation with job performance of employees that has been identified by coefficient variable where discipline factor is positive. And the result of the calculation is  $T_{count}$  of 3.019 which is bigger than  $T_{table}$  of 1.665.
3. Based on the result of analysis regarding the factor of job performance of employees, it has indicated that both variables being analyzed have affected job performance of employees. It has been proved by the result of  $T_{count}$ , first variable is motivation which is having  $T_{count}$  of 6.146 and the second variable is job discipline which is having  $T_{count}$  of 3.019 and simultaneously or both motivation and job discipline have been affecting significantly job performance of employees. Referred to the result of  $f_{count} > f_{table}$  which is  $47.215 > 3.111$  and the significant value  $0.000 < 0.05$ .

## **B. Suggestions**

According to the result of the research, the writer has suggested as follows:

1. Motivation variable and job discipline variable have indicated a significant effect on job performance of employees. The management of PT Reckitt Benckiser is expected to design a company policy that can keep the existing indicators of motivation and job discipline or can improve it in the future. so that it can increase the productivity of job performance even better.
2. The research has indicated good motivation and job discipline, but it still can be improved such as improving motivation of employees by giving a reward for the one who has been giving an innovation and best achievement which is as an appreciation given by the company, the company can give them a reward such as a bonus or reasonable intensive instead of a certificate only. In order to increase job discipline for the employees, the company could give a voucher for a group of employees who have implemented 5R method at work (Simple, orderly, clean, diligent) excellent. Hopefully, using the writer suggestion could improve job performance of employees better.
3. It is expected that next researcher can use more variables instead of motivation and job discipline only in order to understand more about the variables which are affecting job performance of employees, such as, satisfaction, compensation, leadership, work environment, etc.

## **C. Limitation of The Research**

This research is still having some limitations of the research that should have to be considered which has been influencing the research. Those limitations are as follows:

1. The research has only used survey method three the questionnaires. Nevertheless the conclusion has been made due to the data collected using written instrument application.
2. Limitation of time, cost and human resources have limited the total of significant samples of the research. However, there has been a lot of obstacles during the research for the researcher to do his own ideal thing.

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