

# The Effect of Work Discipline and Work Competency of Employee Performance with Work Motivation As Moderation Variables in PT Bukit Intan Abadi Medan

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## ABSTRACT

PT. Bukit Intan Abadi Medan is engaged in plywood production. In carrying out its production, it is assisted by several employees. The level of attendance of employees is still low as seen from the number of employees who do not attend work. Work competency is still low because employees often make mistakes in carrying out their duties and responsibilities. Motivation given by superiors to employees in 2018 has higher negative motivation than positive motivation. The performance of employees in the last two months has decreased due to the limited ability of employees. This research approach is based on a quantitative approach. This type of research is explanatory research. The population of this research is 138 employees of PT Bukit Intan Abadi Medan. The sample of this study was 103 people. The results of the research that are concluded are partially influential work discipline and significant effect on employee performance at PT Bukit Intan Abadi Medan. Work competency partially influences and significantly effect employee performance at PT Bukit Intan Abadi Medan. Work discipline and work competency effect employee performance at PT Bukit Intan Abadi Medan. Work motivation strengthens effect of work discipline on employee performance at PT Bukit Intan Abadi Medan. Work motivation strengthens the effect of work discipline and work competence on employee performance at PT Bukit Intan Abadi Medan with an adjusted R Square value of 88.9% variation in employee performance and the remaining 11.1% is varied by other factors not examined such as training, stress work and career development.

**Keywords:** Work Discipline, Work Competence, Employee Performance, Work Motivation

## INTRODUCTION

The company's organization can run well if the management functions in it work well too. One of the most important factors in management is creating good quality employees. Employees in the organization have an important role to achieve company goals. The function of organizational

management is to plan, implement and supervise the organization concerned. One of the most important things that must be considered in the organization's employees, especially employee performance.

Employee performance is very important role in the organization of the company in order to achieve its goal of

making a profit. Performance is the result of work that has been achieved by someone in accordance with their duties and roles in accordance with organizational goals associated with certain performance standards of the company where the individual works. Therefore, the success and performance of a person in a field of work is largely determined by work discipline, work motivation and work competence.

Employees who have high work discipline can improve performance and disciplined employees will carry out work in accordance with applicable regulations. Bosses always provide work motivation to employees who are disciplined in order to continue to improve performance by providing bonuses or incentives. However, employees who are less disciplined in work will be given penalties in the form of deductions from meals and work attendance. With the good work motivation from superiors so employees can improve their work competence.

The decline in employee performance was faced by PT. Bukit Intan Abadi Medan in the last few months. This company is engaged in the production of plywood. In carrying out its production, it is assisted by several employees. Employees work according to the main tasks and functions of each section. However, there are some problems related to employee performance, namely that there are still a small number of employees who sometimes make mistakes at work, so they need to improve and extend the completion time of a job. In addition there are still employees in completing their work not in accordance with the specified deadline. This happens because employees are late in completing their work because employees do not understand their work. Another obstacle is that there are still some employees who are less able to take advantage of work time, meaning that employees who are supposed to work actually do other things that have nothing to do with work, for example

chatting with friends or sometimes playing games even though it is done clandestinely . For more details, can be presented in Table 1 sales data as follows:

**Table 1** Sales Data of PT. Bukit Intan Abadi Medan Period January - December 2018 (In m<sup>3</sup>)

No	Bulan	Wood Working	Plywood
1	Januari	1.104,66	1.308,4904
2	Februari	1.019,86	1.323,7236
3	Maret	1.251,98	1.522,9534
4	April	1.091,82	1.614,1309
5	Mei	1.267,461	1.372,4106
6	Juni	778,166	1.130,5209
7	Juli	985,5133	1.678,749
8	Agustus	906,3565	2.240,9875
9	September	947,5316	2.012,3444
10	Oktober	968,8133	2.188,8972
11	November	974,4409	1.942,3876
12	Desember	946,5813	1.570,3400

Source: PT. Bukit Intan Abadi Medan, 2019

Based on Table 1 above shows that sales in December 2018 for wood working decreased sales of 946.5813 m<sup>3</sup> compared to November 2019 of 974.4409 m<sup>3</sup>. Plywood sales also decreased in December 2019 by 1,570.34 m<sup>3</sup> compared to November 2019 which was 1,942.3876 m<sup>3</sup>. The decline in sales was due to the quality of work of less competent employees.

Work discipline has an important role in company organizations because employees who have high work discipline will perform better than employees who lack work discipline. But for some employees often violate work discipline which results in poor performance such as employees not implementing the applicable regulations in the company.

The level of attendance of employees is still low as seen from the number of employees who do not attend work. Employee absenteeism from work is classified as high for absenteeism as occurred in September and December 2018. Employees absent from work without giving a doctor's letter or permission are quite high in December 2019 so they do not carry out their duties and responsibilities properly and in this will have an impact on performance degradation. Work that is not urgent will still be done by employees after work. High employee absence from work occurred in December 2019 by 28 people and the lowest

absence from employees occurred in June and October 2019 by 16 people.

Competence is needed in every process of human resources. The more competencies considered, the more performance will improve. Employee competence which consists of knowledge, abilities/skills, attitudes tailored to the field of work needed by the organization, so as to produce employee performance. Employee competency is still low because employees are often negligent in carrying out tasks and responsibilities such as employees still often make mistakes in completing their work due to limited knowledge and experience of employees and are less proficient. Employees' lack of work results in losses such as many complained by customers.

Low employee competence involved there are some employees who are placed not in accordance with their educational background. Employees still lack good competence, so the work delegated to them cannot be completed on time because employees have limited knowledge and skills so that many customers make complaints about the work of employees. However, there are often employees who have low competence and the work results of employees are often blamed and not in accordance with the expectations of the leadership due to the work delegated to him too much. Employees who have good competence, especially highly educated employees such as undergraduate graduates, where employees have more extensive knowledge and some have good work experience.

Superiors in responding to the problem of high employee absenteeism then provide a number of motivations aimed at minimizing employee absence from work and working to improve employee work quality. Motivation given by superiors to employees in the form of positive motivation and negative motivation for employees lack discipline.

Motivation given by superiors to employees in 2018 has higher negative

motivation than positive motivation. This happened due to negligence of employees who lack discipline. Employees often ignore negative motivations because they think employers are not wise in providing positive motivation. Positive motivation given by superiors to employees is not in accordance with the duties and responsibilities of employees. With the addition of providing positive motivation can not increase employee job satisfaction. This happens due to high negative motivation and a lot of work and communication of colleagues is less intertwined. The giving of the most negative motivation given to employees as many as 4 people occurred in July and December 2019 while the positive only occurred once in January 2019 for the marketing department that achieved sales targets. Motivation given by superiors to employees often does not consider the competencies of employees.

## **LITERATURE REVIEW**

### **Management**

According to Manullang (2013:134) "the term management contains many meanings, in general management is defined as the art of obtaining results through other people (The art of getting things done through the effort of other people)".

According to Feriyanto and Triana (2015:4) management comes from the word to manage, which means to manage. Management is a process of carrying out various activities in the context of implementing objectives and as the ability or skills of people who occupy managerial positions to obtain something in order to achieve goals through the activities of others.

### **Human Resource Management**

According to Sinambela (2016:7), human resource management is the utilization, development, assessment, rewarding and management of individual members of an organization or group of workers.

According to Ricardianto (2014:15) human resource management (human

resources management) is part of the science of management that focuses its attention on regulating the role of human resources in the activities of an organization.

### **Work Discipline**

According to Hasibuan (2014:193), work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

According to Siagian (2015:305), discipline is a management action to encourage members of the organization to meet the demands of various provisions.

According to Singodimedjo in Sutrisno (2010:89), there are several factors that affect discipline, namely:

#### 1.The Size of Compensation

The size of the compensation can affect the establishment of discipline. Employees will comply with all applicable regulations, if they feel they are guaranteed a compensation that is worth the effort they have contributed to the company.

#### 2.The Presence or Absence of Leadership in The Company

Leadership model is very important, because in a corporate environment, all employees will always pay attention to how the leader can enforce his discipline and how he can control himself words, actions, and attitudes that can harm the established discipline rules.

#### 3.The Presence or Absence of Definite Rules That Can Be Used as a Handle

Discipline guidance cannot be carried out in a company, if there are no definite written rules to be able to hold together.

#### 4.The Courage of The Leader in Taking Action

If there is an employee who violates discipline, then there needs to be courage in the leadership to take action in accordance with the violations he made.

#### 5.The Presence or Absence of Leadership Supervision

In every activity carried out by the company there needs to be supervision, which will direct the employees to be able to carry out

the work appropriately and in accordance with what has been set.

#### 6.The Presence or Absence of Attention to The Employees

Employees are people who have different characters from one another.

#### 7.Created Habits That Support The Establishment of Discipline

8.Positive habits include respecting each other when meeting in the work environment, giving praise according to place and time so that employees will also feel proud of the praise, often involving employees in meetings let alone meetings related to their fate and work , and let them know if they want to leave a place to work colleagues by informing where and for what business even though subordinates.

According to Hasibuan (2014:194) indicators of work discipline, namely:

1.Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of their duties and responsibilities.

2.Willingness is an attitude, behavior and behavior of a person in accordance with company regulations, whether written or not.

3.Regulations are needed to provide guidance and counseling for employees in creating good discipline in the company.

4.Punishment is needed in increasing discipline and educating employees to obey all company regulations.

#### 5.Order

With good discipline, work morale, work morale, efficiency, and work effectiveness of employees will increase.

### **Work Motivation**

According to Darmawan (2013:81), motivation is a psychiatric that encourages, activates or moves, and that motive is what will direct and channel the behavior, attitudes, and actions of a person which is always associated with the achievement of goals, both organizational goals and the personal goals of each member.

According to Amirullah (2015:192) explains three main reasons that encourage the need for motivation in organizations:

- 1.To observe and understand the behavior of subordinates.
- 2.Look for and determine the causes of subordinate behavior.
- 3.Calculate, supervise, and change and direct the behavior of subordinates.
- 4.The emergence of motivation in a person certainly has certain goals.

The motivational goals according to Hasibuan (2014:146) are:

- 1.Increase employee morale and job satisfaction.
- 2.Increase employee productivity.
- 3.Maintaining the stability of the company's employees.
- 4.Improve employee discipline.
- 5.Making employee procurement effective.
- 6.Creating a good atmosphere and working relationships.
- 7.Increase employee loyalty, creativity and participation.
- 8.Increase the level of employee welfare.
- 9.Enhance employees' sense of responsibility towards their duties.
- 10.Increase the efficiency of using tools and raw materials.

According to Edison, Anwar and Komariyah (2016:184) the dimensions of motivation are as follows:

- 1.Physiological needs.
- 2.The need for security.
- 3.The need to be liked.
- 4.Need for self-esteem.
- 5.Self-development needs.

### **Work Competency**

According to Marwansyah (2012:35) competence can be defined as knowledge, skills, abilities and/or other characteristics (eg attitudes, behaviors, physical abilities) possessed by human resources and that are needed to carry out an activity in a particular business context.

According to Wibowo (2012:339-344), the factors that influence competence are:

- 1.Beliefs and Values  
People's beliefs about themselves and others will greatly influence behavior. If people

believe that they are not creative and innovative, they will not try to think about new or different ways of doing things.

#### 2.Skills

Skill plays a role in most competencies. Public speaking is a skill that can be learned, practiced, and improved.

#### 3.Experience

Expertise from many competencies requires organizational experience people, communication in front of groups, solving problems, and so on.

#### 4.Personality Characteristics

In personality, including many factors, among which are difficult to change. However, personality is not something that cannot change.

In fact, a person's personality can change over time.

#### 5.Motivation

Motivation is a factor in competencies that can change. By giving encouragement, appreciation for the work of subordinates, giving recognition and attention, individuals from superiors can have a positive influence on the motivation of a subordinate.

#### 6.Emotional Issues

Emotional barriers can limit the mastery of competencies. Fear of making mistakes, being embarrassed, feeling disliked or not being a part of it all tend to limit motivation and initiative.

#### 7.Intellectual Ability

Competence depends on cognitive thinking such as conceptual thinking and analytical thinking.

#### 8.Organizational Culture

Organizational culture influences human resource competencies in activities such as employee recruitment and selection practices, reward systems, decision making practices, organizational philosophy, mission, vision and values related to all competencies, and others.

According to Wibowo (2012:325-326) there are five types of competency characteristics, namely:

- 1.Motive

Motive is something that is consistently thought or desired by people who cause action. Motives encourage, direct, and choose behavior towards certain actions or goals.

#### 2.Nature

Traits are physical characteristics and consistent responses to situations or information. The speed of reaction and the sharpness of the eye is a physical characteristic of the competence of a combat pilot.

#### 3.Self-concept

Self-concept is a person's attitude, values, or self-image. Confidence is the belief that people can be effective in almost every situation is part of people's self-concept.

#### 4.Knowledge

Knowledge is information that is owned by people in a specific field. Knowledge is a complex competency.

#### 5.Skills

Skills are the ability to do certain physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking.

### **Employee Performance**

According to Fahmi (2012:226), Performance is the result obtained by an organization both the organization is profit oriented and non profit oriented which is produced over a period of time.

According to Sutrisno (2013:176-178) several factors that influence employee performance are as follows:

#### 1.Effectiveness and Efficiency

In relation to organizational performance, the size of the good and bad performance is measured by effectiveness and efficiency.

#### 2.Authority and Responsibility

In good organizations the authority and responsibility are well delegated, without overlapping tasks.

#### 3.Discipline

Discipline shows a condition or attitude of respect that exists in employees against the rules and regulations of the company.

#### 4.Initiative

A person's initiative relates to thinking power, creativity in the form of ideas to plan something related to organizational goals.

According to Ruliana (2016:158-159) performance has five aspects that can be used as a basis for assessing the performance of someone in each organization, which is like the following table:

#### 1.Quality of Work

The quality of work an employee will describe the performance it has.

#### 2.Timeliness (Promptness)

An employee who is able to work appropriately in accordance with existing Standard Operating Procedures (SOP), supported by his speed in completing the work given to him, indicates that the employee has good performance.

#### 3.Initiatives

Employees who have high initiative will carry out every task and responsibility given to them.

#### 4.Capability

Good performance can be observed from the capabilities of an employee.

#### 5.Communication

Communication can affect the performance produced by an employee.

### **Effect of Work Discipline on Employee Performance**

According to Fahmi (2012:127), good quality performance cannot be obtained by just turning the palm of the hand, but it must be done with hard work and high discipline both in the short term and long term.

According to Kasmir (2016:193) work discipline in this case can be time, for example coming to work always on time. Then discipline in doing what was ordered to him in accordance with the instructions that must be done. disciplined employees will affect performance.

According to Fahmi (2016:67) one of the disciplinary violations that is considered to be serious now is employees who use drugs. If the information on crime of such drug use is currently high it has a

big influence on the work quality of the employee. Overseas or also in big cities where employees can easily find liquor and drugs have caused many employees who experience stress or work pressure to spend time by drinking the liquor. This condition has caused the quality and results of the work they produce to be of poor quality. It does not only affect the company in the short term but it is possible to be able to influence the company in the long term if it continues to be allowed. This shows that employees are not disciplined in working because the company has regulations that are not allowed to drink liquor can result in a decrease in the quality management system of employees and employees are not disciplined in providing services to consumers.

### Effect of Work Motivation on Employee Performance

According to Fahmi (2017:110) leaders realize that having qualified and highly motivated employees at work is a high-value asset. But other problems will arise if the qualified employee leaves the workplace. And this is done one of the most important reasons is because the salary in the company is not sufficient and he is trying to find additional income outside. Then the problem will arise for the leader is if he expels the employee, then it means that if it is done it takes cost and time to re-recruit new employees who have the quality of work such as the employee, plus added training costs that must be given to the new employee before he began serving.

### Effect of Work Discipline on Work Motivation

According to Sunyoto (2013:198) the objectives of providing motivation

include encouraging employee enthusiasm and morale, increasing employee morale and job satisfaction, increasing employee work productivity, maintaining employee loyalty and stability of the company, increasing discipline and reducing the level of employee absenteeism, creating atmosphere and relationships good work, increase employee creativity and participation, improve employee welfare, enhance employees' sense of responsibility towards their duties.

### Effect of Work Competency on Work Motivation

According to Rivai and Sagala (2013:306) competence can be linked to performance as in a simple flow model which indicates that the competency of knowledge, self-concept, nature and motives that are stimulated by situations predicting competence includes intentions, actions and results. For example, motivation for achievement predicts entrepreneurial behavior, namely setting goals, taking personal responsibility for getting results and taking calculated risks.

## RESEARCH METHODS

Researchers conducted research at PT Bukit Intan Abadi Medan. This research was conducted in March 2019 until August 2019.

The population of this research is 138 employees of PT Bukit intan Abadi Medan. The sample of this research is 103 people from PT Bukit Intan Abadi Medan and taking 30 people from PT Bukit Intan Abadi Medan were used to test the validity and reliability.

This data analysis model uses multiple regression analysis.

## RESULT AND DISCUSSION

Table 2 Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,930	1,398		7,817	,000
	X <sub>1</sub>	,965	,074	,745	12,968	,000
	X <sub>2</sub>	,295	,075	,227	3,948	,000

a. Dependent Variable: Y

Source: Data Processed, 2019

The multiple linear regression equation obtained is:

$$Y = 0,745 X_1 + 0,227 X_2$$

An explanation of the value of this multiple linear regression equation is:

- 1.The coefficient value of the work discipline variable ( $b_1$ ) = 0.745 and positive value means, if every addition of one work unit variable ( $X_1$ ) will cause the employee performance to increase by 0.745 units.
- 2.The coefficient value of the competency variable ( $b_2$ ) = 0.227 and a positive value means, if each addition of one-unit competency variable ( $X_2$ ) will cause employee performance will increase by 0.227units.

**Table 3 Coefficient of Determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,931 <sup>a</sup>	,867	,864	2,26461
a. Predictors: (Constant), $X_1$ , $X_2$				
b. Dependent Variable: Y				
Source: Data Processed, 2019				

Based on Table 3 it can be seen that the adjusted R Square coefficient value of 0.864 which means that 86.4% can be explained by variations in work discipline and work competency. While the remaining 13.6% is varied by other factors not examined such as training, job stress and career development.

**Table 4 Statistics Test Results F**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3331,833	2	1665,916	324,837	,000 <sup>b</sup>
	Residual	512,847	100	5,128		
	Total	3844,680	102			
a. Dependent Variable: Y						
b. Predictors: (Constant), $X_1$ , $X_2$						
Source: Data Processed, 2019						

From Table 4 above, it can be seen that the value of Fcount > Ftable (324.837 > 3.09) with a significance of 0.000 < 0.05, then the hypothesis  $H_0$  is rejected and  $H_1$  is accepted.

**Table 5 Statistical Test Results t**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,930	1,398		7,817	,000
	$X_1$	,965	,074	,745	12,968	,000
	$X_2$	,295	,075	,227	3,948	,000
a. Dependent Variable: Y						

Source: Data Processed, 2019

The partial statistical test results are as follows:

1.The tcount for the work discipline variable is 12,968 with a significant level of 0,000. With the degree of freedom (df) of 103,  $nk = 103 - 2 = 101$ , for the two-way hypothesis the column of significance is 5%: 2 = 0.025, then the table is 1.983 Because the value of t > table is then the Hypothesis  $H_0$  is rejected and  $H_1$  is accepted because tcount > ttable (12,968 > 1,983) which means that work

discipline is partially influential and significant to the performance of employees at PT Bukit Intan Abadi Medan.

2. The tcount for the competency variable is 3,948 with a significant level of 0,000. With the degree of freedom (df) of 103,  $nk = 103 - 2 = 101$ , for the two-way hypothesis the column of significance is 5%: 2 = 0.025, then the table is 1.983 Because the value of t > table is then the Hypothesis  $H_0$  is rejected and  $H_1$  is accepted because tcount > ttable

(3,948 > 1,983) which means that so competency is partially influential and significant to the performance of employees at PT Bukit Intan Abadi Medan.

**Moderation Test with MRA (Moderated Regression Analysis) Method**

Moderated Regression Analysis (MRA) test aims to determine whether moderating variables strengthen or weaken the relationship between the independent variable and the dependent variable. The equation model used for the MRA test is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_1 * Z + b_4X_2 * Z + e$$

**Table 6 Moderation Regression Equations**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,062	4,148		3,872	,000
	X <sub>1</sub>	1,452	,424	1,121	3,423	,001
	X <sub>2</sub>	-,759	,472	-,583	-1,610	,111
	X <sub>1</sub> Z	-,010	,009	-,626	-1,083	,282
	X <sub>2</sub> Z	,021	,010	1,257	2,171	,032
	X <sub>1</sub> X <sub>2</sub> Z	-6,389E-5	,000	-,165	-,548	,585

a. Dependent Variable: Y

Source: Data Processed, 2019

Employee Performance = 1,121 Work Discipline - 0.583 Work Competencies - 0.626 Work Discipline \* Work Motivation + 1,257 Work Competencies \* Work Motivation - 0.165 Work Discipline \* Work Competencies \* Work Motivation  
Moderation Testing using the MRA (Moderated Regression Analysis) Method with three hypotheses, namely:

1. Motivation testing moderates work discipline (X<sub>1</sub>) on employee performance (Y)

**First Regression Output**

The MRA test results can be seen in Table 7 as follows:

**Table 7 First Regression Output**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,920 <sup>a</sup>	,846	,844	2,423

a. Predictors: (Constant), X<sub>1</sub>  
Source: Data Processed, 2019

Based on Table 7 shows the value of the first regression output can be seen from the R Square value of 84.6%.

**Second Regression Output**

The MRA test results can be seen in Table 8 as follows:

**Table 8 Second Regression Output**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,941 <sup>a</sup>	,885	,882	2,107

a. Predictors: (Constant), X<sub>1</sub>Z, X<sub>1</sub>  
Source: Data Processed, 2019

Based on Table 8 shows the value of the first regression output can be seen from the value of R Square of 88.5%.

By looking at the results above, it can be concluded that with work motivation (moderating variables) will be able to strengthen the relationship of work discipline on employee performance.

Motivation testing moderates work competence (X<sub>2</sub>) on employee performance (Y)

**First Regression Output**

The MRA test results can be seen in Table 9 as follows:

**Table 9 First Regression Output**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,801 <sup>a</sup>	,642	,639	3,690

a. Predictors: (Constant), X<sub>2</sub>  
Source: Data Processed, 2019

Based on Table 9 shows the value of the first regression output can be seen from the R Square value of 64.2%.

## Second Regression Output

The MRA test results can be seen in Table 10 as follows:

**Table 10 Second Regression Output**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 <sup>a</sup>	.710	.704	3,338
a. Predictors: (Constant), X <sub>2</sub> Z, X <sub>2</sub>				
Source: Data Processed, 2019				

Based on Table 10 shows the value of the first regression output can be seen from the R Square value of 71%.

By looking at the results above, it can be concluded that with work motivation (moderating variables) will be able to strengthen the relationship of work competence to employee performance. Motivation testing moderates work discipline (X<sub>1</sub>) and work competence (X<sub>2</sub>) on employee performance (Y)

## First Regression Output

The MRA test results can be seen in Table 11 as follows:

**Tabel 11 Output Regresi Pertama**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 <sup>a</sup>	.867	.864	2,265
a. Predictors: (Constant), X <sub>2</sub> , X <sub>1</sub>				
Source: Data Processed, 2019				

Based on Table 11 shows the value of the first regression output can be seen from the R Square value of 86.4%.

## Second Regression Output

The MRA test results can be seen in Table 12 as follows:

**Tabel 12 Output Regresi Kedua**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 <sup>a</sup>	.894	.889	2,050
a. Predictors: (Constant), X <sub>1</sub> X <sub>2</sub> Z, X <sub>1</sub> , X <sub>2</sub> , X <sub>1</sub> Z, X <sub>2</sub> Z				
Source: Data Processed, 2019				

Based on Table 12 shows the value of the first regression output can be seen from the value of R Square of 88.9%.

By looking at the results above, it can be concluded that with work motivation (moderating variables) will be able to strengthen the relationship of work discipline and work competence on employee performance.

## Effect of Work Discipline on Employee Performance

The results of this study indicate that the variable work discipline partially influences and significantly affects the performance of employees at PT Bukit Intan Abadi Medan.

The results of the study are in accordance with the theory put forward by Fahmi (2013:127), "Good quality performance cannot be obtained by simply turning the palm of the hand, but it must be done with hard work and high discipline both in the short term and long term".

The results of this study are in line with research by Jufrizen (2018) which states, work discipline has a significant effect on employee performance.

The results of the study showed that employees who have high work discipline always finish the job well and on time so that their performance is also good. Employees have been able and aware of the importance of discipline in their activities carrying out and achieving the work that has been targeted by the company. Discipline of PT Bukit Intan Abadi Medan's employees is still low as seen from the absence of employees at work is still high but this must always be considered and improved again in order to improve employee performance.

The results of this study are supported by the phenomenon of research is the level of employee attendance is still low, it can be seen from there are still employees who do not attend work. Employee absenteeism is high for absenteeism as occurred in September and December 2018. Employee absenteeism occurred in December 2019 by 28 people and the lowest absenteeism occurred in June and October 2019 by 16 person.

### **Effect of Work Competency on Employee Performance**

The results of this study indicate that competency partially influences and significantly affects employee performance at PT Bukit Intan Abadi Medan.

The results of this study are in accordance with the theory put forward by Torang (2013:53) Competence is also an individual characteristic that underlies performance or behavior in organizations. A person's performance is influenced by knowledge, abilities, attitudes, work style, interests, trust and leadership style.

The results of this study are in line with research Pristiningsih (2015) which states, competence has a significant effect on employee performance.

The results of the study indicate that employees still lack good competence so that the work delegated to them cannot be completed on time due to employees having limited knowledge and skills. The employees employed by the company are mostly high school graduates, so the employees do not have extensive knowledge and do not have work experience.

The results of this study are supported by the phenomenon of research is that employee competency is still low due to employees often making mistakes in carrying out tasks and responsibilities due to limited knowledge and experience of employees and less proficient. Employees' lack of work results in losses such as many complained by customers.

### **Effect of Work Discipline and Work Competency on Employee Performance**

The results of this study indicate that work discipline and work competence influence employee performance at PT Bukit Intan Abadi Medan.

Well-managed work discipline can result in employee compliance with a variety of high organizational regulations so that the boss's goal of improving performance can be successful. Company leaders need to oversee every behavior and

actions taken by all employees of the organization at work. A good level of work discipline reflects the credibility of employees achieving an optimal work result is also high so that the company's success rate is more easily achieved.

Competent and qualified employees will make a very large contribution to the company. Employee development strategies are needed to maintain and improve the performance of the employees themselves. Employees' competencies must be able to support the implementation of the company's strategy and be able to support any changes made by the company's management in dealing with environmental changes that occur so that employees employed by the company need to be given training and guidance. This happens employee competencies in the form of expertise, abilities and knowledge must be developed, among others through selection, management performance and training. Training shows a learning process that involves acquiring expertise, concepts, regulations, or attitudes to improve employee performance.

### **Work Motivation Moderates of Work Discipline on Employee Performance**

The results of this study indicate that work motivation strengthens the effect of work discipline on employee performance at PT Bukit Intan Abadi Medan.

The results of this study are in line with research Siagian (2018) which states, Work discipline has a significant effect on employee performance through work motivation.

The results of the study indicate that employee work discipline is high after being motivated by superiors so employees who violate applicable regulations are indirectly lower employee performance can be improved properly.

### **Work Motivation Moderates of Work Competency on Employee Performance**

The results of this study indicate that work motivation strengthens the effect of work competence on employee performance at PT Bukit Intan Abadi Medan.

The results of this study are not in line with research by Nurhayati, Astika and Wirakusuma (2017) which states, motivation is not able to moderate the effect of competence on the performance of the Village Treasurer in Tabanan Regency.

The results of the study showed that the low competency of employees showed that employees employed at the company, especially employees graduated from high school so that the level of knowledge was limited and did not have work experience even though superiors motivated employees could not improve performance. High motivation given to high-performance employees did not materialize due to limitations owned by employees. To develop motivation for high school graduate employees need to be given training and guidance so that employees become more proficient at work.

### **Work Motivation Moderates of Work Discipline and Work Competency on Employee Performance**

The results of this study indicate that work motivation strengthens the effect of work discipline and work competence on employee performance at PT Bukit Intan Abadi Medan.

Employee work discipline can be formed and run well if the employer provides negative motivation to employees so that employees realize how important work discipline is. But for some employees often violate work discipline which results in poor performance such as employees not implementing the applicable regulations in the company. This motivation can reduce employee absence in work where employees receive strict reprimands and sanctions from superiors directly through the personnel department.

With the provision of positive motivation can improve low employee

performance. Competency-based employees can increase capacity because if an employee who works in an organization has the right competencies in accordance with the demands of his job, then he will be able both in terms of knowledge, skills and mental as well as productive character. Employees can improve their competence after superiors give positive motivation to employees where employees always hope to be promoted to their positions in the organization so that employee performance can be improved properly. Employee competency is still low because employees are often negligent in carrying out tasks and responsibilities such as employees still often make mistakes in completing their work due to limited knowledge and experience of employees and are less proficient. Employees' lack of work results in losses such as many complained by customers.

## **CONCLUSION AND SUGGESTION**

### **CONCLUSION**

Based on the results of the analysis and discussion described in the previous chapter, the researcher draws the following conclusions:

1. Work discipline partially influences and significantly effect employee performance at PT Bukit Intan Abadi Medan.
2. Work competency partially influences and significantly effect employee performance at PT Bukit Intan Abadi Medan.
3. Work discipline and work competency effect employee performance at PT Bukit Intan Abadi Medan.
4. Work motivation strengthens effect of work discipline on employee performance at PT Bukit Intan Abadi Medan.
5. Work motivation strengthens effect of work competency on employee performance at PT Bukit Intan Abadi Medan.
6. Work motivation strengthens effect of work discipline and work competency on employee performance at PT Bukit Intan Abadi Medan by 88.9% variation in employee performance and the remaining 11.1% is varied by other factors not

examined such as training, work stress and development career

### SUGGESTION

Based on the conclusions that have been there before can be given some suggestions by researchers as follows:

- 1.The results of this study can be used as reference material for subsequent researchers who conduct research affecting employee performance with work motivation moderating variables.
- 2.The employer of the company is advised to always be present/present at the workplace so that they can conduct supervision, direction and instructions to employees if there are subordinates who experience difficulties in experiencing their work. Superiors must be active and directly supervise behavior, morals, attitudes, work enthusiasm, and work performance so that work discipline in the company can increase.
- 3.The company can provide training programs to improve competency through employee development programs so that employees have knowledge in identifying problems that arise.
- 4.Company leaders are expected to pay more attention to employee development programs by providing training, education, job enrichment (adding tasks and responsibilities in the same position), benchmarks (comparative studies), competency tests, job rotations, or promotions aimed at developing employee skills and retain talented employees and perform well so as not to resign or move to another company.
- 5.The company can provide support to improve the quality of work through support of correct data, correct information, knowledge, ways of working, and effective work systems.
- 6.The company management needs to improve high employee work discipline so that employee performance can be achieved well, pay attention to employee competencies so that employee performance can be improved and provide positive motivation to high-performing employees and provide negative motivation to low-performing employees.
- 7.We recommend that the results of this study can add to the scientific work of the University of Prima Indonesia, which is useful for other students.

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