

## The Influence of Work Discipline on Employee Performance of PT. Sari Burger King, Pekanbaru Branch

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### ABSTRACT

This research was conducted at PT. Sari Burger King Pekanbaru Branch, the respondents of this study were 75 people, where the sample of this study were employees of PT. Sari Burger King Pekanbaru Branch. The purpose of this study was to determine the Effect of Work Discipline on Employee Performance at PT. Sari Burger King Pekanbaru Branch with the results of the hypothesis test showing that  $t \text{ count } (6.415) > t \text{ table } (1.9929)$  with  $\text{sig } 0.000 < \text{sig } 0.05$ , so it can be concluded that there is a significant influence on if Work Discipline on Employee Performance at PT. Sari Burger King Pekanbaru Branch. Based on the calculation table, the correlation value (R) produced is 0.600. So, it can be concluded that there is a high relationship between the independent variables and the dependent variable. While the R Square value is 0.361. This shows that the Work Discipline variable as a whole has an influence of 36.6% on Employee Performance, while the remaining 63.3% is influenced by other variables not examined in this study, for example: leadership style, compensation, etc.

**Keywords:** Work Discipline; Employee Performance

**Fields:** Human Resource, Behavioral, Management

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**SDGs:** Quality Education (4); Decent Work and Economic Growth (8); Peace, Justice and Strong Institutions (16)

### INTRODUCTION

The rapid development and progress of bureaucracy at this time spurs every organization, both government and private organizations to be able to compete and be innovative in order to maintain the continuity of the organization and achieve the goals of the organization concerned. In achieving success, it is mandatory to require professional human resources and have good performance (Putra et al., 2023; Rusilawati et al., 2023). To realize the goals of the organization, reliable, professional and competent human resources. This is intended so that existing human resources can produce performance as expected (Junaedi, Renaldo, et al., 2024; Zulkifli et al., 2023). According to Mangkunegara (2017) stated that performance is the result of hard work in terms of quantity achieved and obtained by an employee in carrying out tasks according to the responsibilities that have been given to him (Purwati et al., 2023). This forces every company to be able to work more efficiently (T. Chandra et al., 2024), effectively, and productively. So that the high level of competition will spur each company to be able to maintain the continuity of the company. Every company definitely needs human resources to achieve its goals. The role of resources or labor owned by individuals can be used efficiently and optimally so that goals are achieved. Employees as human resources cannot be underestimated in a company. Discipline in a company where an employee obeys the regulations that have been agreed upon by two parties, superiors and subordinates.

One of the factors that greatly influences human resources is the discipline factor. Work discipline can be seen as something that is very beneficial, both for the interests of the company and for employees. For the company, work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained and the company's targets will be achieved. This study was conducted because of the discovery of phenomena such as increasing speed of service (SOS) time, the order monitor screen is full and red (exceeding the specified time limit), which raises an allegation of employee problems that are not disciplined in carrying out their duties and responsibilities, tasks given are not in accordance with employee abilities, time and speed in presenting products (SOP) that are not appropriate. The definition of work discipline can be interpreted as a person's awareness and willingness to obey company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well (Hasibuan, 2013: 193).

Another problem is that employee performance tends to decline. This can be seen from the behavior of employees who are less responsible for their work, such as being lazy, coming late, and not obeying orders (Purwati & Angelina, 2021). As a result of the emergence of a lack of discipline, in working so that it has an impact on the tasks given being less than optimal.

**Table 1. Absence List of PT Sari Burger King Pekanbaru Branch in 2022**

No	Month	Panam Store		LW Store		Sudirman Store		Amount Employee
		Enter	Not in	Enter	Not in	Enter	Not in	
1	January	25	1	19	1	-	-	46
2	February	21	5	17	2	-	-	46
3	Maret	22	4	16	4	-	-	46
4	April	22	4	16	4	-	-	46
5	Mei	24	2	18	2	-	-	46
6	Juni	22	4	15	5	-	-	46
7	Juli	18	8	17	3	-	-	46
8	Agustus	21	5	17	3	-	-	46
9	September	21	5	18	2	-	-	46
10	Oktober	22	4	17	3	29	-	75
11	November	20	6	17	3	27	2	75
12	December	23	3	17	3	28	1	75
Total		261	51	204	29	84	3	75

Source: PT Sari Burger King Pekanbaru Branch 2022

Based on table 1, there is employee absence data at PT Sari Burger King Pekanbaru Branch, there are 3 stores, namely Jl. HR Soebrantas store, Panam, Mall Living World store and Jl. Sudirman, we can see that at the Sudirman store starting in October, and in January 2022 with the number of employees 1 person absent in January this month the least absent, in February the absence rate increased by 5 people at the Panam store and 2 people at the LW store, and in April and March there was an equal absence rate of 4 people at each store, and the same as May and December the absence rate was obtained 2 people at each store, the highest absence rate was obtained in July with a total of 8 people at the Panam store, and the highest absence rate was obtained at the LW store in June with a total of 5 people, and the least occurred in October with a total of 0 people at the Sudirman store, and the highest number of absences per year at the Panam store was 51 people and at the LW store was 29 people, we can see from the data above that PT Sari Burger King Pekanbaru Branch. In carrying out its duties and functions, the role of employees, success in a company or an organization cannot be separated from the performance, competence, and role of employees. In this increasingly tight competition, companies expect their employees to have good performance in order to support the achievement of the company's goals.

Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. As an illustration, the following is data on the number of employees at PT. Sari Burger King, Pekanbaru branch:

**Table 2. Number of employees of PT Sari Burger King Pekanbaru Branch**

No	Position	Number of people
1	Restaurant General Manager	2
2	Assistant Manager 1	1
3	Assistant Manager 2	2
4	Assistant Manager 3	10
5	Leader	6
6	Crew	59
<b>Amount</b>		<b>75</b>

Source: PT Sari Burger King Pekanbaru Branch 2022

Based on table 2. it can be explained that in 2022-2023, the number of employees of PT Sari Burger King Pekanbaru Branch from Panam Store, Sudirman Store and Living World Mall is 75 people. From the data above, it can be seen that the most positions are Crew, the total number of PT Sari Burger King Pekanbaru Branch is 75 people. That the appointment of these positions has not been directed at certain positions and functions. Therefore, the researcher made a sample in this study of 75 people including MT Manager, Leader and Crew. all employees can rotate shifts if needed in each store. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Employee performance is the state or enthusiasm possessed by an employee in doing his job.

## LITERATURE REVIEW

### Human Resource Management

According to Hasibuan, (2017:10) human resource management is a science or an art of managing relationships and roles of workers in a company to carry out tasks effectively and efficiently, by carrying out tasks effectively and efficiently it can help the company in realizing the goals of the company, employees and the community (Andriani et al., 2024). Meanwhile, according to Desseler, (2017:6) human resource management is a company policy and methods that are practiced and related to human empowerment or aspects of human resource management from management positions including employee recruitment policies, selection in recruiting employees, conducting training to better understand the duties and responsibilities of the positions assigned, awards for achievements that have been achieved and conducting employee performance assessments in a company (Pernando et al., 2022).

Based on the several definitions above, it can be concluded that human resource management is an art that regulates employee relationships and roles to be effective and by recruiting employees, selecting employees, training, rewarding or compensating them, and assessing employee performance.

### Work Discipline

The term discipline can be interpreted as orderly, obedient or controlling behavior, self-control (self-control) (Agusta & Yusnidar, 2024). Discipline is also interpreted as a form of rational, conscious obedience and self-control, not forcing feelings so that it is not emotional (Kurnia et al., 2024). Discipline is a condition that causes or encourages employees to act and carry out all activities in accordance with the norms or rules that have been set (Kardi et al., 2024). Discipline is a form of employee self-control to show the level of seriousness of work in the organization (Supriadi et al., 2024). Discipline in the organization is preventive and corrective (Agusta et al., 2024). Preventive discipline is an action that encourages employees to obey various applicable provisions and meet the standards set (Junaedi et al., 2023). This means that through clarity and explanation of the desired attitude, action and behavior patterns of each employee, prevention is attempted and employees should not behave negatively (Goh et al., 2022). Corrective discipline is if there is an employee who has clearly violated the applicable provisions or failed to meet the standards set, then he will be subject to disciplinary sanctions (S. Chandra et al., 2023).

According to Handoko in Sinambela (2016:334) "discipline is a person's willingness that arises with their own awareness to follow the regulations that apply in the organization." Singodimedjo in Sutrisno (2011:86) "says discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around them." Good employee discipline will accelerate the company's goals, while declining discipline will be an obstacle and slow down the achievement of the company's goals.

Siagian in Sutrisno (2011:86) in a narrower and more widely used sense, discipline means actions taken by supervision to correct wrong behavior and attitudes on the part of employees. A good form of discipline will be reflected in the atmosphere, namely:

1. High level of employee concern for achieving company goals.
2. High enthusiasm and work passion and initiative of employees in carrying out work.
3. The great sense of responsibility of employees to carry out their duties as well as possible.
4. The development of a sense of belonging and a high sense of solidarity among employees.
5. Improve employee work efficiency and productivity.

According to Terry in Sutrisno (2011:87), discipline is a tool to motivate employees (M. Panjaitan et al., 2023). In order for each worker to run smoothly, it must be attempted to have good discipline. Terry does not agree if discipline is only associated with unpleasant things (punishment) because in fact punishment is the last tool to enforce discipline.

For Beach in Sutrisno (2011:87), "discipline has two meanings. The first meaning involves learning or molding behavior by applying rewards or punishments. The second meaning is narrower, namely this discipline is only related to punitive actions against wrongdoers". Based on several opinions above, it can be concluded that work discipline is compliance with the rules or orders that have been set in the company to motivate employees or staff in carrying out work according to their respective functions without any element of coercion.

### Factors That Influence Work Discipline

According to Bejo Siswanto in Sinambela (2016:365), there are five factors of work discipline, namely:

a. Frequency of attendance

One of the benchmarks for determining the level of employee discipline is the higher the frequency of attendance or the lower the level of absenteeism, the higher the employee's work discipline.

b. Level of alertness

Employees who are always calculating and careful in carrying out their work have a high level of alertness both towards themselves and their work.

c. Compliance with work standards

In carrying out his work, an employee is required to comply with all work standards that have been set in accordance with the rules in the work guidelines so that work accidents do not occur or can be avoided.

d. Compliance with work regulations, this is intended for comfort and smoothness in work.

e. Work ethic

Work ethics are needed by every employee in carrying out their work in order to create a harmonious atmosphere, with mutual respect between fellow employees.

### Performance Discipline Indicators

According to Hasibuan (2020: 43) there are several indicators of discipline, namely:

1. Goals and capabilities

Goals and abilities, namely the goals to be achieved must be clear and challenging enough for the employee's abilities. This means that the work goals assigned to employees must be in accordance with the employee's abilities so that they can work seriously and disciplined in their work. However, if the work is beyond their abilities or far from their abilities, then the employee's sincerity and discipline are low (Hadi et al., 2024).

2. Leadership role model

The leadership example plays a very important role in determining employee discipline because leaders are used as role models and role models by their subordinates (Nyoto et al., 2024; H. P. Panjaitan, Lumenta, et al., 2023).

3. Remuneration

Rewards also influence employee discipline because rewards will provide employee satisfaction and love for the company.

4. Justice

Justice also contributes to the realization of employee discipline because of the ego and human nature that always feels important and asks to be treated the same as other humans.

5. Attached Supervision (*Waskat*)

Supervision is the most effective real action in realizing employee discipline. Supervision means that superiors must be active and supervise the work behavior of their subordinates.

6. Penalty sanctions

Punishment sanctions play an important role in maintaining employee discipline, with increasingly severe punishment sanctions, employees will be increasingly afraid of violating company regulations.

7. Firmness

The firmness of the leadership in taking action will affect the discipline of the company's employees (H. P. Panjaitan, Awal, et al., 2023; Sudarno et al., 2023). The leadership must dare to be firmer, acting to punish any undisciplined employee according to the established punishment sanctions.

8. Human relations

Harmonious human relations among fellow employees create good discipline in a company.

### Factors That Influence Employee Performance

Performance does not happen by itself. In other words, there are several factors that affect performance. Performance can also have an impact on the environment that can affect the company's image. Employee performance when providing good service to the community will have an impact on customer satisfaction so that it will improve customer quality. According to Armstrong in Sopiah and Etta (2017:352) these factors are:

1. Personal factors (individual factors). Individual factors relate to skills (Rusilawati, 2023), motivation, commitment (Andi et al., 2022; Nyoto et al., 2023), etc.
2. Leadership factors (leadership factors). Leadership factors relate to the quality of support and direction provided by leaders, managers, or work group leaders.
3. Team factors (group/coworker factors). Group/coworker factors relate to the quality of support provided by coworkers.
4. System factors (system factors). System factors relate to the existing work method system and facilities provided by the organization.
5. Contextual or situational factors (situational factors). Situational factors relate to pressure and changes in the environment, both internal and external.

### Employee Performance Indicators

According to Robbins (2016:260) performance indicators are tools to measure the extent to which employee performance has been achieved. Here are some indicators to measure employee performance:

1. Quality of work

The quality of employee work can be measured from employee perceptions of the quality of work produced and the perfection of tasks in relation to employee skills and abilities.

2. Quantity

Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed. Quantity is a measure of the number of work results of units or the number of activity cycles completed by employees so that employee performance can be measured through the number (units/cycles).

3. Punctuality

Timeliness is the degree to which an activity is completed at the stated start time, seen from the perspective of coordinating with output results and maximizing the time available for other activities.

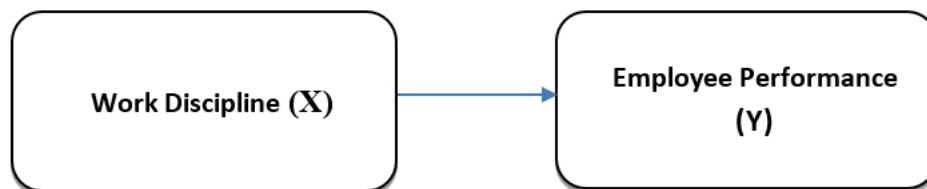
4. Effectiveness

Effectiveness here is the level of use of organizational resources (labor, money, technology and raw materials) maximized with the aim of increasing the results of each unit in the use of resources.

5. Independence

Independence is the level at which a person will be able to carry out their work functions without receiving assistance or guidance from other people or supervisors.

### Framework Study



Picture 1. Framework Study

## METHODOLOGY

This research was conducted at PT Sari Burger King Pekanbaru Branch, namely Jalan Soebrantas Panam Store, Mall Living Word Store, and Jalan Jendral Sudirman Store which was conducted in March - June 2023. Sugiyono (2016) stated that "Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn" (Renaldo, Junaedi, Suhardjo, Jahrizal, et al., 2024; Renaldo, Junaedi, Suhardjo, Veronica, et al., 2024). The population in

this study were all employees of PT Sari Burger King Pekanbaru Branch, totaling 75 employees. The sample is part of the population studied by the researcher (T. Chandra et al., 2018; Renaldo & Murwaningsari, 2023). According to Sugiyono (2016) "A sample is part of the number and characteristics possessed by the population, so that the sample is part of the existing population" (Junaedi, Panjaitan, et al., 2024; Renaldo, Junaedi, Musa, et al., 2024).

The sampling technique in this study is a saturated sample, because the population is less than 100. Definition of Saturated Sample According to Arikunto (2012:104) is a sampling technique when all populations are used as samples and also known as a census, if the population is less than 100 people, then the total number of samples is taken. In this study, the sample will be 75 employees of PT Sari Burger King Pekanbaru Branch.

Data analysis used in this study is a descriptive and quantitative analysis method (Renaldo et al., 2022, 2023). In this study, a simple linear regression analysis model was used using the SPSS.21 (Statistical Package for Social Science) program tool, namely an analysis of the relationship between one dependent variable and one independent variable (Suharsimi Arikunto, 2015).

## RESULTS AND DISCUSSION

### Coefficient of Determination Test (R<sup>2</sup>)

The value of the Determination Coefficient (R<sup>2</sup>) is used to explain the proportion of variation in the dependent variable explained by the independent variables together. The results of the determination test can be seen as follows:

**Table 3. Results of Determination Coefficient (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,600 <sup>a</sup>	,361	,352	2.65164

a. Predictors: (Constant), Work Discipline  
b. Dependent Variable: Employee Performance

Source: Processed Data, 2024

Based on table 3, the correlation value (R) produced is 0.600. So, it can be concluded that there is a high relationship between the independent variables and the dependent variable.

While the R Square value is 0.361. This shows that the Work Discipline variable as a whole has an influence of 36.6% on Employee Performance while the remaining 63.3% is influenced by other variables not examined in this study, for example: leadership style (Hafni et al., 2024), compensation, etc.

### Hypothesis Test (T-Test)

The T-test shows how far the influence of an explanatory or independent variable individually in explaining the variation of the dependent variable. Decision making can be done with the following criteria:

1. If  $t \text{ count} > t \text{ table}$  then  $H_a$  is accepted and  $H_o$  is rejected, meaning the independent variable has a significant effect on the dependent variable.
2. If  $t \text{ count} < t \text{ table}$  then  $H_a$  is rejected and  $H_o$  is accepted, meaning that the independent variable does not have a significant effect on the dependent variable.

The results of the individual parameter significance test (t-test) can be seen in the following table:

**Table 4. Hypothesis Test Results (T-Test)**

Coefficients <sup>a</sup>								
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	5,977	2,372			2,520	,014		
Work Discipline	,438	,068	,600		6,415	,000	1,000	1,000

a. Dependent Variable: Employee Performance

Source: Processed Data, 2024

Based on table 4, this t-test is conducted by comparing t count with t table at 5% significance ( $\alpha=0.05$ ). For the t table value obtained as follows:  $df = n-2$  (row),  $\alpha$ (column), then obtained  $75 - 2 = 73$  (row) and 0.05

(column) so that the t table value obtained is 1.9929. Based on the output above, the t count value is 6.415 while the t table value is 1.9929. This explains that t count (6.415) > t table (1.9929) with sig 0.000 < sig 0.05, so it can be concluded that there is a significant influence on if Work Discipline on Employee Performance at PT. Sari Burger King Pekanbaru.

## Discussion

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## CONCLUSION

### Conclusion

This study aims to determine the effect of the Discipline variable on the Performance of employees of PT. Sari Burger King Pekanbaru branch and to determine the greatest influence of the independent variable. From the formulation of the research problem that has been submitted, the analysis that has been carried out and the discussion that has been presented in the previous chapter can be concluded from the study that Based on the output above, the t-count value is 6.415 while the t-table value is 1.9929. This explains that t-count (6.415) > t-table (1.9929) with sig 0.000 < sig 0.05, so it can be concluded that there is a significant influence on if Work Discipline on Employee Performance at PT. Sari Burger King Pekanbaru Branch. Based on the calculation table, the correlation value (R) produced is 0.600. So, it can be concluded that there is a high relationship between the independent variables and the dependent variable. While the R Square value is 0.361. This shows that the Work Discipline variable as a whole has an influence of 36.6% on Employee Performance, while the remaining 63.3% is influenced by other variables not examined in this study, for example: leadership style, compensation, etc.

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