

The Influence of Work Discipline, Communication, and Work Conflict on Employees Performance at PT Pratama Makmur Jaya Medan

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ARTICLE INFO

Article history:

Received June 05, 2021

Revised June 08, 2021

Accepted July 21, 2021

Available online August 25, 2021

Keywords:

Discipline, Communication, Work Conflict, Employees Performance



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ABSTRACT

Conflicts usually arise in an organization as a result of the various problems in terms of communication, personal relationships or because of the problem of the structure of the organization. The conflict of work can also be interpreted as the behavior of the members of the organization that was devoted to the liberal opposition against the other members. Work conflicts that occur within the company due to the existence of a dispute occurs on the employee in connection with the work and most employees can't work together in the organization of the company. This study aims to examine and analyze the influence of work discipline, communication, and conflict to work on the performance of employees of PT Pratama Makmur Jaya Medan. This research was a descriptive quantitative with explanatory method. Analysis data in this study used multiple regression analysis. Sample collection techniques, namely simple random sampling. The research sample is 106 employees. The test results obtained that the Work discipline is partially positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. Communications in partial positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. The conflict partially has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. The discipline of work, communication and conflict simultaneously positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan.

1. INTRODUCTION

Today in the face of greater competition and more companies are required to be able to effective and efficient power source that exist in a company (Brown & Dacin, 1997; Dasuki, 2017). Competitiveness in the field of electronic and electric are quite strict and a high need to support optimal performance of the employees in a company (Darmawansyah, 2013; Harris & de Chernatony, 2001). The performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity as well as time (Dharma, 2018; Gauche et al., 2017). An employee's performance can be measured from the results of activities in a specific period of time against what can be done in accordance with the duties and functions. The performance of employees of PT Pratama Makmur Jaya Medan decline seen from the decline in the quality of work of employees which is reflected from the increase in the error of employment of employees in carrying out their duties. This triggers yet the achievement of the target company PT Pratama Makmur Jaya Medan.

Discipline is a form of self-control of employees and the implementation of regular show the level of seriousness of the team work in an organization (Lie et al., 2019; Prasetyo et al., 2021). The success of a company seen from the ability of the company in enhancing the performance of his employees to see the will or the drive to work as best as possible in order to achieve the company goals that the maximum has been set by the company so that with the work discipline of employees to comply with the regulations in carrying out the duties the employee's performance will be better (Othman et al., 2018; Rupiotta & Beckmann, 2016). The discipline of work decreased also characterized by the presence of the delay of employees to the working hours of the company (Chong et al., 2018; Tibaná-Herrera et al., 2018). The occurrence of the delay of employees come to the office reflects the work discipline of employees low and the absence of supervision of the company so that the impact to the high number of delay of employees in each month (Suprapti et al., 2020; Supriyanto & Ekowati, 2020).

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Communication can be defined as the process of transfer of information, ideas, understanding from one person to another with the hope the other person can interpret them in accordance with the intended purpose (Pertiwi et al., 2019; Poniasih & Dewi, 2015). Lack of effective communication between the employees of PT Pratama Makmur Jaya Medan, causing the onset of employee misconduct in the performance of duties and responsibilities. This is due to the lack of clarity in communicating better in the delivery of instruction of the work and information work in several divisions within the company, causing incomprehension of employees in receipt of a message or information have an impact on the error in the execution of their duties. This is due to the communication that occur less accurate, less can be understood so that the cause of the error in the implementation of the task and sometimes results in conflict between fellow employees (Indajang et al., 2017; Poniasih & Dewi, 2015). Work-related errors caused by communication is often the case in the marketing division as an error in the information of the magnitude of the discount. This marks that the low performance of employees (Indajang et al., 2017; Wiratama et al., 2018).

Conflicts usually arise in an organization as a result of the various problems in terms of communication, personal relationships or because of the problem of the structure of the organization (Sukardi, 2016; Suparlan, 2006). The conflict of work can also be interpreted as the behavior of the members of the organization that was devoted to the liberal opposition against the other members (Da'as & Zibenberg, 2021; Üstüner & Kis, 2014). Moreover, conflict is defined as the difference, conflict and strife. The management PT Pratama Makmur Jaya Medan also always overwhelmed in the face of the problem of conflict of work so that the quality of work of employees decreased. Work conflicts that occur within the company due to the existence of a dispute occurs on the employee in connection with the work and most employees can't work together in the organization of the company. A dispute going on between the employees which resulted in the work is not resolved on time so that customers complain with the service given employee. The conflict that often occurs in the form of fighting each other, using words that are less polite in speaking. This study aims to test and analyze the influence of Work Discipline, Communication and Conflict to Work on the Performance of Employees of PT Pratama Makmur Jaya Medan.

2. METHODS

This study uses a quantitative approach (Sugiyono, 2014). A quantitative approach is used to test the hypothesis by analyzing the influence of work discipline, communication, and Work Conflict on the performance of employees of PT Pratama Makmur Jaya Medan. The type of data used in this study is primary data carried out through questionnaires distributed to employees at PT Pratama Makmur Jaya Medan. The questionnaire will be measured using an ordinal scale with one (1) to four (4), with a choice of a scale of one (1) for the answer choices Strongly Disagree (STS) to a scale of four (4) for the answer choices Strongly Agree (SS). The aim is to ensure that respondents agree or disagree with each answer and avoid extreme data during the data collection and processing process. The research model used is multiple linear regression, and then the data obtained will be processed using SPSS. This research was conducted at PT Pratama Makmur Jaya Medan which is located in Jalan SM Raja km 6,7 No 12 Medan. Time the study began in August 2020 and is planned to be finished in February 2021. The population in this study a total of 143 employees. The sample in this study amounted to 106 employees.

Analysis of the data used in this study using Multiple Linear Regression analysis. Before performing multiple linear regression analysis, the validity and reliability of the research questionnaire used will be tested. Then, the classical assumption test consisted of normality, heteroscedasticity, and multicollinearity tests (Ghozali, 2014). The classical assumption test provides certainty that the regression equation in the study has estimation accuracy, is unbiased and consistent (Ghozali, 2014). After the classical assumption test was carried out, multiple linear regression analysis was performed to determine the effect of work discipline, communication, and Work Conflict on the performance of employees of PT Pratama Makmur Jaya Medan.

3. RESULTS AND DISCUSSIONS

Results

Normality Test

The results of the normality test by using the test Kolmogorov Smirnov in Table 1 shows the significant value $0.623 > 0.05$. Thus, from the results of the Kolmogorov Smirnov test showed normal distribution of data.

Table 1. One-Sample Kolmogorov-Smirnov Test

Statistics		Unstandardized Residual
N	Mean	107
Normal Parameters ^{a,b}	Std. Deviation	0.0000000
Most Extreme Differences	Absolute	5.45820302
	Positive	0.073
	Negative	0.073
Kolmogorov-Smirnov Z		-0.067
Asymp. Sig. (2-tailed)		0.753
		0.623

Multicollinearity Test

Multicollinearity can also be seen from the values of tolerance and variance inflation factor (VIF). If the tilapia tolerance low equal to the value of VIF is high ($VIF=1/\text{tolerance}$) is used to indicate the presence of multicollinearity is the value of the tolerance $> 0,10$ or equal to the value of $VIF < 10$. The results of testing multicollinearity is presented in Table 2.

Table 2. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	0.148	2.469		0.060	0.952			
1	Discipline	0.122	0.059	0.153	2.083	0.040	0.874	1.145
	Communication	0.620	0.086	0.565	7.241	0.000	0.772	1.295
	Conflict	0.143	0.071	0.159	2.020	0.046	0.758	1.318

Table 2 shows that value of tolerance > 0.1 , namely the discipline of work the value of tolerance of 0,874, the communication value of the tolerance of 0,772 and conflict of values of tolerance by of 0.758 while the value of VIF for the independent variable < 10 to the discipline of working the VIF value of 1,145, the communication value of VIF by 1,295 conflict and the VIF value of 1,318 that does not occur multicollinearity.

Heteroscedasticity Test

Table 3 shows that a significant value of the independent variable work discipline of 0,069 > 0.05 , the variable is free communication of 0.797 > 0.05 and variable conflict-free by 0,935 $> 0,05$ that is not the case of heteroscedasticity on the performance of employees.

Table 3. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	2.103	1.393		1.510	0.134	
1	Discipline	0.061	0.033	0.190	1.836	0.069
	Communication	0.012	0.048	0.028	0.258	0.797
	Conflict	0.003	0.040	0.009	0.082	0.935

Research Model

The regression Model used is presented in Table 4. Table 4 indicates that if the independent variable work discipline, communication and conflict experienced constant then the dependent variable performance of employees at by 0,179 unit. Any increase in the independent variable work discipline by one unit will increase the dependent variable employee performance amounted of 0.122 unit Any increase in the independent variable communication by one unit will increase the dependent variable employee performance by 0,620 unit. Any increase in the independent variable of the conflict by one unit will increase the dependent variable employee performance by 0,143 unit.

Table 4. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.148	2.469		0.060	0.952
1 Discipline	0.122	0.059	0.153	2.083	0.040
Communication	0.620	0.086	0.565	7.241	0.000
Conflict	0.143	0.071	0.159	2.020	0.046

Determination Coefficient

The test results of the coefficient of determination seen from the value of Adjusted R Square of 0,501 means that the 50.1% that employee performance can be explained by the variable free labor discipline, communication and conflict, while amounting to a 49.9% is explained by other variables outside of this study, such as career development, development, promotion.

Simultaneous Hypothesis Testing (F Test)

The test results of the simultaneous hypothesis testing obtained significant value $0.000 < 0.05$, it means that H_a is accepted and H_0 is rejected. Its means the discipline of work, communication and conflict simultaneously positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan.

Table 5. Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3351.938	3	1117.313	36.442	.000 ^a
Residual	3157.950	103	30.660		
Total	6509.888	106			

Partially Hypothesis Testing (t Test)

The t test results are presented in Table 6. The value of t-table for a probability of 0.05 in the degrees of freedom (df) = $107-4=103$ is equal to 1,983. The calculation results of testing the hypothesis partially values obtained t-count > t-table or $2,083 > 1,983$ and obtained significant $0,040 < 0,05$, it means that H_a is accepted and H_0 is rejected, i.e. the influence of the partial work discipline has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. The calculation results of testing the hypothesis partially values obtained t-count > t-table or $7,241 > 1,983$ and obtained significant $0,000 < 0,05$, it means that H_a is accepted and H_0 is rejected, i.e. the partial communication has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. The calculation results of testing the hypothesis partially values obtained t-count > t-table or $2,020 > 1,983$ and obtained significant $0,046 < 0,05$, it means that H_a is accepted and H_0 is rejected, i.e. the partial conflict has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan.

Table 6. Partially Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.148	2.469		0.060	0.952
1 Discipline	0.122	0.059	0.153	2.083	0.040
Communication	0.620	0.086	0.565	7.241	0.000
Conflict	0.143	0.071	0.159	2.020	0.046

Discussion

Discipline is the activities of the management to run the standards of the organizational. Communication is a process of conveying information from a sender (sender) to the recipient of the message (receiver) using a variety of effective media so that the message can be clearly and easily understood by the recipient of the message. Conflict is a disagreement between two or more members of organizations or groups within the organization, which arise because they have to use scarce resources in together. Performance of or performance means the act of displaying or carrying out an activity, therefore performance often also interpreted the appearance of the work or behavior in work. The calculation results

of testing the hypothesis partially values obtained $t\text{-count} > t\text{-table}$ or $2,083 > 1,983$ and obtained significant $0,040 < 0,05$, it means that H_a is accepted and H_o is rejected, i.e. the influence of the partial work discipline has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. This result is supported by the theory the Problem of discipline of the employees in the organization both superiors and subordinates will give the pattern on the performance of the organization.

Discipline is a form of self-control of employees and the implementation of regular show the level of seriousness of the team work in an organization. The success of a company seen from the ability of the company in enhancing the performance of his employees to see the will or the drive to work as best as possible in order to achieve the company goals that the maximum has been set by the company so that with the work discipline of employees to comply with the regulations in carrying out the duties the employee's performance will be better. The discipline of work decreased also characterized by the presence of the delay of employees to the working hours of the company. the occurrence of the delay of employees come to the office reflects the work discipline of employees low and the absence of supervision of the company so that the impact to the high number of delay of employees in each month.

The calculation results of testing the hypothesis partially values obtained $t\text{-count} > t\text{-table}$ or $7,241 > 1,983$ and obtained significant $0,000 < 0,05$, it means that H_a is accepted and H_o is rejected, i.e. the partial communication has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. This result is supported by the theory, in any organization of any type and engaged in what was then the presence of communication is absolutely necessary. There is no effective performance if ignore the communication. Communication can be defined as the process of transfer of information, ideas, understanding from one person to another with the hope the other person can interpret them in accordance with the intended purpose. Lack of effective communication between the employees of PT Pratama Makmur Jaya Medan, causing the onset of employee misconduct in the performance of duties and responsibilities. This is due to the lack of clarity in communicating better in the delivery of instruction of the work and information work in several divisions within the company, causing incomprehension of employees in receipt of a message or information have an impact on the error in the execution of their duties. This is due to the communication that occur less accurate, less can be understood so that the cause of the error in the implementation of the task and sometimes results in conflict between fellow employees. Work-related errors caused by communication is often the case in the marketing division as an error in the information of the magnitude of the discount. This marks that the low performance of employees

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4. CONCLUSION

Work discipline is partially positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. Communications in partial positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. The conflict partially has positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan. The discipline of work, communication and conflict simultaneously positive and significant effect on employee performance at PT Pratama Makmur Jaya Medan.

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