

Conference Paper

The Influence of Discipline, Leadership and Work Environment Toward Employee Performance at BPJSTK in DKI Jakarta Branch

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Abstract.

Employee performance is the result of work that strongly relates to the company's strategic goals. The company's performance is largely determined by its human resources. Supposing that the employees have good discipline and a sense of security and convenience in the work environment; consequently improve employee performance. The results obtained from the observation of questionnaire distribution data of 25 respondents showed that there were problems faced by employees at BPJSTK (National Social Security Agency for Employment) DKI Jakarta Branch, for 36% did not agree in working together or in other words they preferred to work independently, 40% stated that there was no motivational encouragement from the leaders and other employees, 40% of unclear task instructions from the leaders, 36% of the leaders have not been able to create conducive relationships and atmosphere, 36% of the leaders are not tech-savvy (technology illiterate), 44% of the leaders are subjective to employees, 80% of the leaders and policies frequently tend to substitute, 44% lack bonding, 40% lack support from colleagues, and 44% physical environment factors. This study aims to determine the influence of discipline on employee performance, the influence of the work environment on employee performance, and the influence between discipline and work environment on employee performance at BPJSTK DKI Jakarta Branch.

Keywords: discipline, leadership, work environment, employee performance

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1. Introduction

Almost all companies make business changes in the 4.0 era, which requires organizations to adapt to changes in the business environment. Moreover, during the COVID-19 pandemic, many companies have made changes to their work rules [1]. Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. This management consists

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of six elements (6 M), namely: men, money, methods, materials, machines, and market. Every company has a different leadership style with the aim of gaining the trust of subordinates [2,3].

According to Noviyanti and Ramadan [4], human resources are important in a company organization, so an effort is needed to process them professionally in order to realize a balance between the needs of employees with the desires and abilities of the company's organization. In addition, humans in corporate organizations need to be treated humanely so that they can work effectively, efficiently and productively. Managing hundreds or even thousands of employees on a national scale is not an easy matter, when viewed from individual characteristics, different cultural perspectives. So, it takes a strong desire and skill to produce cadres who are able to produce optimal performance for the company. Employee performance can be improved by setting a good example of a leader, motivating employees and always paying attention to employees at work, especially those who experience unusual behavior.

The first factor that affects employee performance is the work discipline factor. According to Hidayah et al. [5], to create employees who have good performance, one of the crucial aspects to be considered is work discipline. The discipline applied in an institution is intended so that every employee who works can complete his duties in accordance with the regulations that have been ratified and comply with the norms that apply in the institution. The second factor that affects employee performance is Leadership [6,7]. The third factor that affects employee performance is the work environment.

According to Sedarmayanti in a research journal of Andriani et al. [8], "Broadly speaking, the type of work environment is divided into 2, that are: 1) physical work environment, and 2) non-physical work environment". Sedarmayanti states that "the non-physical work environment is all conditions that occur related to work relationships, both with superiors and with fellow co-workers or relationships with subordinates". If the work environment is comfortable and communication between employees runs smoothly, it is certain that the resulting performance will be maximized.

The phenomenon in this study is the existence of employee performance problems that have an impact on the decreasing service levels. Based on the observations of researchers in the field, the decline in employee performance is caused by several things, such as the environment, motivation and cooperation. The decline in employee performance can definitely harm the company because of decreased performance that can hamper company productivity.

Based on the annual report of BPJSTK (National Social Security Agency for Employment) in 2021, it can be concluded that there is a phenomenon where the majority of BPJSTK participants are workers with low educational backgrounds, so that BPJSTK employees need to work harder to give BPJSTK participants an understanding of the benefits of social security programs and training programs are also needed [9]. This causes BPJS employees need more time, thought and energy which of course can affect the performance of each employee. This is reinforced by answers to 36% of the 25 respondents from the service directorate of the BPJSTK head office who stated that employees prefer to work independently (BPJSTK 2018).

To realize the goals contained in the vision and mission of BPJSTK, BPJSTK needs to optimize employee performance. In controlling the continuity of the company, leadership and organizational tools are needed, so that companies can provide fast and precise information for employees in optimizing company performance. Another thing that should be of concern is employee discipline and increasing stakeholder understanding of protection and social security programs for workers (BPJSTK 2018).

Given the large role and position of human resources as employees in the company's business activities, high work discipline is needed. Discipline is a person's behavior in accordance with the existing work rules and procedures in the organization, both written and unwritten. Good employee work discipline will accelerate the company's goals, while undisciplined employees slow down the achievement of company goals.

Thus, it can be concluded that in completing their duties, employees at BPJSTK DKI Jakarta branch do not yet have a good sense of teamwork and do not yet have a high sense of kinship in optimizing performance in achieving a company goal.

This study asks the following research statements:

1. Does discipline affect employee performance at BPJSTK DKI Jakarta branch?
2. Does leadership affect employee performance at BPJSTK DKI Jakarta branch?
3. Does the work environment affect the performance of employees at BPJSTK at the DKI Jakarta branch office?

2. Literature Review

2.1. Employee performance

Performance is the result of work that has a strong relationship with the strategic objectives of the company to be managed [10]. The performance of a company is largely

determined by the human resources in it. If the human resources are highly motivated, creative, and able to develop innovation, their performance will be better. Therefore, efforts are needed to improve the ability human resources.

Mangkunegaran [11], "Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile, according to Hasibuan and Bahri [12] explained that: "performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time". According to Mangkunegara in the research journal of Muslimat and Wahid [13], performance is the result of work in quality or quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Based on the performance according to the regulations and some of the experts' statements above, it can be concluded that performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities given to him.

2.2. Work discipline

According to Handoko [14] in Rumagit et al. [15], explains as follows: Discipline is a management activity to carry out organizational standards. Then, according to Zainal et al. [16] in research journals Noviyanti and Ramadan [4], "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as one's willingness to obey all the rules and social norms that apply in a company. Hasibuan in research journals of Munadjat et al. [17] states discipline is an important operative function of HR because the better the employee discipline, the higher the work performance to be achieved. With good discipline, the company's organization in achieving work results will be maximized.

Based on the performance according to the regulations and several experts above, it can be concluded that Work Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

2.3. Leadership

According to Hidayah et al. [5], and Perkasa et al. [2] states that leadership is the stage of influencing or providing representation gby gthe glleader gto gall gfollowers gabout ghow gto gachieve gorganizational ggoals. gLeadership gis gthe gability gof

ga party gto ginfluence gother gparties gso gthat gthey gwork gto gachieve ggoals gand gtargets. gThen gRahman and Prasetya [18] gdefines gleadership gas gthe gability gthat ga gperson ghas gto ginfluence gothers gto gwork gtowards gachieving ggoals gand gobjectives. gLeadership gis gthe gart gof ga gleader ginfluencing gthe gbehavior gof gsubordinates, gso gthat gthey gare gwilling gto gwork gtogether gand gwork gproductively gto gachieve gorganizational ggoals. gFurthermore, gaccording gto gDaulay getgal. in gthe gjournal gof Hidayah et al. [5], gleadership gis gthe gstage gof ginfluencing gor gproviding grepresentation gby gthe gleader gto gall gfollowers gabout ghow gto gachieve gorganizational ggoals. gLeadership gis gthe gability gof ga gparty gto gexert ginfluence gon gother gparties gso gthat gthey gwork gto gachieve ggoals gand gtargets.

Based gon gthe gperformance gaccording gto gthe gregulations gand gsome gof gthe gexperts gabove, git gcan gbe gconcluded gthat gleadership gis gvery gimportant gin gmanagerial, gbecause gof gleadership, gthe gmanagement gprocess gwill grun gwell gand gemployees gwill gbe gpassionate gabout gdoing gtheir gjobs.

2.4. Work genvironment

According gto gSihaloho and Siregar [19], gPerkasa et al. [20], gwork genvironment gis gall gthings gor gelements gthat gcan gaffect gdirectly gor gindirectly gto gan gorganization gor gcompany gthat gwill ghave ga ggood gor gbad gimact gon gemployee gperformance gand gjob gsatisfaction. gThen gaccording gto gSedarmayantigin ga gresearch gjournal gMuhammad and Hamdani [21], gthe gphysical gwork genvironment gis gall gconditions gin gthe gphysical gform gthat gare gin gthe gworkplace gthat gcan gaffect gworkers geither gdirectly gor gindirectly. gThen, gaccording gto gSedarmayanti gin gRahmawatigand gin gthe gjournal gPramaswara and Priatna [22], gthe gwork genvironment gis gthe gentire gtooling gand gmaterials gencountered, gthe gsurrounding genvironment gin gwhich ga gperson gworks, gthe gwork gmethods, gand gthe gwork garrangements gboth gas gindividuals gand ggrouns.

Based gon gthe gperformance gaccording gto gthe gregulations gand gsome gof gthe gexperts gabove, git gcan gbe gconcluded gthat gthe gwork genvironment gis gone gof gthe gmain gaspects gin gimproving gemployee gperformance. gBecause gthe gwork genvironment ghas ga gdirect ginfluence gon gemployees gin gcompleting gwork gwhich gin gconclusion gcan gimprove gorganizational gperformance.

According gto gMuhammad and Hamdani [21], gthe gfactors gthat gcan gaffect gthe gformation gof ga gphysical gwork genvironment gare gas gfollows:

1. Lighting in the workplace

Lighting in the workplace will affect employees in carrying out tasks in the company.

2. Air circulation at work

Dirty air in the work environment can be felt with shortness of breath.

3. Noise at work

Noise or sound that is too loud and unfamiliar to the ear can disturb the peace of mind at work, damage hearing, and can cause communication errors.

4. Mechanical vibration at work

Excessive mechanical vibration will cause undesirable effects for employees.

5. Smells at work

Smells that exist around the workplace are considered as pollution, because they can interfere with concentration at work, besides that persistent odors can affect olfactory sensitivity.

6. Coloring at work

The nature and influence of color can stimulate human feelings.

7. Decoration at work

Decoration in the workplace is related to how to arrange the layout, colors, equipment, and others to support employees in doing their jobs.

3. Framework

4. Research Methods and Design

This research was conducted at BPTK Branch DKI Jakarta, Jl. Salemba Raya No.65. Jakarta. The time of this research was carried out in June 2022.

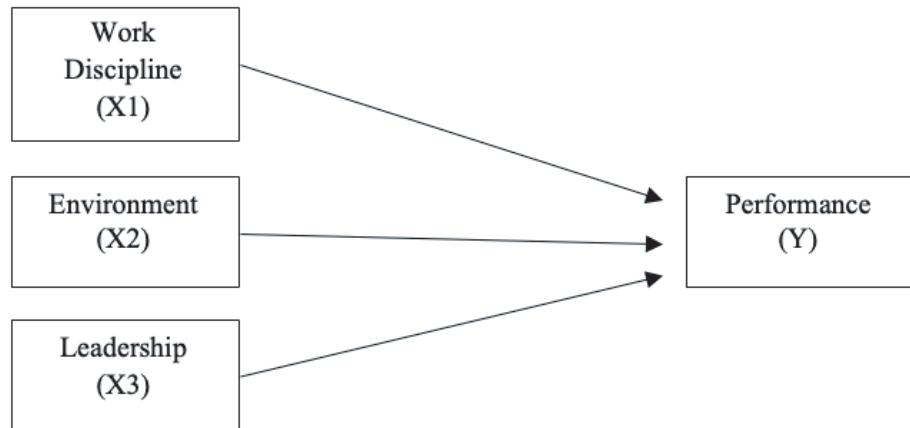


Figure 1: Thinking Framework.

In this study, the author uses a quantitative and associative approach. Where seen from the type of data, the research uses a quantitative approach, but also when viewed from the way of explanation, the research uses an associative approach.

According to Sugiyono [23] quantitative is "testing and analyzing data by calculating numbers and then drawing conclusions from the test. Sugiyono [24] claims this study aims to determine the effect of Discipline and Work Environment on Employee Performance at BPJSTK DKI Jakarta Branch.

5. Results and Discussion

Human resources are important in a company organization, so an effort is needed to process them professionally in order to realize a balance between the needs of employees and the desires and abilities of the company's organization. In addition, humans in corporate organizations need to be treated humanely so that they can work effectively, efficiently and productively. In managing human resources, good leadership is needed so that the leader will be able to direct his subordinates [2,3].

Organizational leaders need to be trained how to identify, nurture and develop talent and be incentivized so that the time required to manage talent becomes one of their business priorities. Going forward, the measure of success of organizational leaders is how far they can find talented employees in their organizations for future business success and success [25].

Managing hundreds or even thousands of employees on a national scale is not an easy matter, when viewed from individual characteristics, different cultural perspectives. So it takes a strong desire and skill to produce cadres who are able to produce optimal performance for the company. Employee performance can be improved by setting a good example of a leader, motivating employees and always paying attention to employees at work, especially those who experience unusual behavior.

Hasibuan and Bahri [12] explains that "performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time".

According to Noviyanti and Ramadan [4], "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as one's willingness to obey all the rules and social norms that apply in a company.

The work environment is all things or elements that can affect directly or indirectly the organization or company that will have a good or bad impact on employee performance and job satisfaction. According to Sedarmayanti in Rahmawati and in the journal of Pramaswara and Priatna [22], "The work environment is the tire tooling and material encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and groups. So from the three definitions above, it can be concluded that the work environment is one of the main aspects in improving employee performance. Because the work environment has a direct influence on employees in completing work which in conclusion can improve organizational performance.

6. Conclusion

1. Work Discipline X_1 has a positive and significant effect on Employee Performance Y
2. Leadership X_2 has a positive and significant effect on Employee Performance Y
3. Work Environment X_3 has a positive and significant effect on Employee Performance Y

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