# THE EFFECT OF WORK DISCIPLINE AND EMPLOYEE LOYALTY ON EMPLOYEE PERFORMANCE OF THE HR & GENERAL DEPARTMENT OF PT. SEMEN PADANG

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## ABSTRACT

This study aims to determine the influence of work discipline and employee loyalty on employee performance of the Department of Human Resources & General Affairs of PT. Semen Padang. This type of research is a causal associative type. The population of this study refers to all employees of the Department of Human Resources & General Affairs of PT. Semen Padang is 60 employees. The determination of the number of samples in this study uses a saturated sampling technique, so that the sample of this study is all employees in the Department of Human Resources & General Affairs of PT. Semen Padang. The results of the t-test showed that work discipline with a ttable > ttable value or $2,430 > 1,672$ with a significant value of $0.018 < 0.05$, that work discipline had a positive and significant effect on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang. The results of the t-test of employee loyalty variables with a t-count value of > ttable or $6.449 > 1.672$ with a significant value of $0.000 < 0.05$, that employee loyalty has a positive and significant effect on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang. The results of the F test are known to have a value of $29,016$ and a value of $3.15$ with a significant value of $0.000 < 0.05$. This result means that together (simultaneously) the variables of work discipline and employee loyalty have an influence and significantly on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang.

**Keywords:** Work Discipline, Employee Loyalty, Employee Performance

## 1. INTRODUCTION

Human resources (HR) are very important and must be owned by companies in order to achieve organizational or company goals. Where human resources are the main element in an organization in line with other resources such as capital and technology. Good human resources are expected to be able to have an impact on professional performance for the company to have good performance and provide optimal results. An individual's performance can create work effectiveness. Human resources in the company are valuable assets for the company's progress. Therefore, the good/bad of the company and employees must show loyalty in order to create discipline in carrying out tasks that will ultimately improve the company's performance well. According to Panuluh (2019:6095), employee performance is the work effort and real actions obtained in completing the work given to employees at the specified time. It can be known that employee performance is the result of the level of achievement of duties and responsibilities given to employees which is measured through quality and quantity in a certain period of time.

According to Kasmir (2019:189-193) there are thirteen factors that affect employee performance, namely abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline.

## 2. LITERATURE REVIEW

Employee performance is the result of individual efforts based on the ability and evaluation of the work given to achieve the best results. According to Panuluh (2019:6095), employee performance is the work effort and real actions obtained in completing the work given to employees at the specified time. Meanwhile, according to Sembiring (2019), employee performance is the effect of quality performance and the capacity achieved by individual companies to carry out their work based on pressure or tasks imposed by the company. Based on the definition according to the experts above, it can be seen that employee performance is the result of the level of achievement of tasks and responsibilities given to employees as measured through quality and quantity in a certain period of time.

### 2.1 Work Discipline

Work discipline is very important for every employee in obeying the regulations that have been set in a company to achieve good work results. According to Eka Wijaya & Fauji (2021), discipline is a management activity to implement organizational standards. Meanwhile, according to Afandi (2021:11), work discipline is an order or regulation issued by the management of an organization, so that the members of the organization comply with the applicable regulations, so that through the process of a series of behaviors that arise and are formed that show the values of obedience and order. Based on the explanation above, it can be concluded that work discipline is everyone's awareness in carrying out the rules, as well as responsibility for the tasks given.

### 2.2 Employee Loyalty

Employee loyalty is a person's loyalty to a company that provides ability, responsibility and can work longer hours for the company According to Citra & Fahmi (2019) employee loyalty is a tendency of employees not to move to another company because loyalty can affect the comfort of employees to work for a company. Meanwhile, according to Chaerudin (2020:92), employee loyalty is not just physical loyalty which is reflected in how long employees have been in the company, but also thoughts, because employee loyalty is a psychological condition that connects employees with their business like the idea of their full commitment to the company. Based on the explanation above, it can be concluded that employee loyalty is the loyalty of someone who has a high attitude of responsibility and complies with regulations with full awareness of the company, with increased loyalty, the performance of employees in a company will increase.

## 3. METHOD

The research method used in this study is a causal associative method with quantitative techniques. The population in this study is all permanent employees of the Department of Human Resources & General Affairs of PT. Semen Padang with the sample used in this study is saturated sampling, namely by using the entire population as a sample of 60 people.

## 4. RESULT

The sample in this study is 60 people who are respondents in this study. The sample in this study is all permanent employees of the Department of Human Resources & General Affairs of PT. Semen Padang in this study respondents were divided into several characteristics. From these respondents, a description of the respondents can be made as follows:

Table 1. Characteristics of Respondents

| Data | Frequency | Percentage (%) |
|---|---|---|
| **Gender** | | |
| Man | 31 | 52 |
| Woman | 29 | 48 |
| **Education** | | |
| SMA | 15 | 25 |
| D3 | 17 | 28 |
| S1/S2 | 28 | 47 |
| **Length of Work** | | |
| 1 year – 10 years | 14 | 23.33 |
| >10 years | 46 | 34.66 |
| Total | 60 | 100 |

From table 1 above, it can be seen that the respondents are dominated by 31 men with a percentage of 52% while the respondents with a female gender are 29 people with a percentage of 48%, based on education, the most are respondents with S1/S2 education as many as 28 people with a percentage of 47%, respondents with D3 education as many as 17 people with a percentage of 28%, and the respondents with the least education are high school students as many as 15 people with a percentage of 25%. Then based on the most length of work, there were 46 people who worked for more than 10 years with a percentage of 76.66%, while respondents with a working period of 1 year to 10 years were 14 people with a percentage of 23.33%.

## 4.1 Validity Test

According to Sugiyono (2019), validity tests are used to measure the validity or validity of a questionnaire. Validity test is an instrument used to measure whether the data that has been obtained is really valid or accurate data. The questionnaire is said to be valid when the rcount value is the > rtable while when the rcount value < rtable, it can be concluded that the questionnaire is declared invalid. The results of the validity test for the item or question item of the employee performance variable with the correlation coefficient approach for the value of n=30 r = 0.361.

Table 2. Validity test

| Variable | R-count | R-table | Information |
|---|---|---|---|
| **(Employee Performance)** | | | |
| Y1 | .450 | 0.361 | Valid |
| Y2 | .428 | 0.361 | Valid |
| Y3 | .449 | 0.361 | Valid |
| Y4 | .586 | 0.361 | Valid |
| Y5 | .424 | 0.361 | Valid |
| Y6 | .457 | 0.361 | Valid |
| Y7 | .467 | 0.361 | Valid |
| Y8 | .430 | 0.361 | Valid |
| Y9 | .694 | 0.361 | Valid |
| Y10 | .879 | 0.361 | Valid |
| Y11 | .694 | 0.361 | Valid |
| Y12 | .613 | 0.361 | Valid |

| Variable | R-count | R-table | Information |
|---|---|---|---|
| (Work Discipline) | R-count | R-table | Information |
| X1.1 | .622 | 0.361 | Valid |
| X1.2 | .674 | 0.361 | Valid |
| X1.3 | .568 | 0.361 | Valid |
| X1.4 | .589 | 0.361 | Valid |
| X1.5 | .547 | 0.361 | Valid |
| X1.6 | .571 | 0.361 | Valid |
| X1.7 | .465 | 0.361 | Valid |
| X1.8 | .702 | 0.361 | Valid |
| X1.9 | .656 | 0.361 | Valid |

| (Employee Loyalty) | R-count | R-table | Information |
|---|---|---|---|
| X2.1 | .790 | 0.361 | Valid |
| X2.2 | .745 | 0.361 | Valid |
| X2.3 | .694 | 0.361 | Valid |
| X2.4 | .772 | 0.361 | Valid |
| X2.5 | .832 | 0.361 | Valid |
| X2.6 | .505 | 0.361 | Valid |
| X2.7 | .654 | 0.361 | Valid |
| X2.8 | .593 | 0.361 | Valid |

From table 2 above, it can be seen that all items are marked positively and r-calculated > r-table, it can be concluded that all items are valid. It is evidenced by the magnitude of the r-count value compared to the R-table, thus the statement in this study is worthy of use and acceptance.

## 4.2 Reliability Test

The reliability test aims to assess the extent to which the answers from the respondents can give relatively different (consistent) results when repeated measurements on the same subject. Reliability (reliable) instrument means an instrument that when used several times to measure the same object, an instrument that has been valid, then a reliability test is carried out using the cronbachs aplha formula of the SPSS version 16 program if the alpha r is positive and greater than the table (0.6) means that the entire instrument item is reliable.

Table 3: Reliability Test

| Variable | Cronbach's Alpha | Information |
|---|---|---|
| Employee Performance (Y) | 0.860 | Reliable |
| Work Discipline (X1) | 0.860 | Reliable |
| Employee Loyalty (x2) | 0.897 | Reliable |

Based on table 3 above, it can be seen that the statement item is reliable. All realables are caused by the result of a cronbachs alpha value greater than 0.6 (for n=30, rtable=0.6)...

## 4.3 Multicollinearity Test

According to Ghozali (2018), the multicollinearity test aims to test whether a correlation between independent variables is found in the regression model. In a good regression model, there should be no correlation between independent variables. One of the requirements to use analysis using multiple linear regression is to first conduct a multicollinearity test, namely the test of the relationship between independent variables. Multicollinearity testing is carried out to find out whether independent variables have a relationship with each other.

Table 3: Multicollinearity Test

| Variable | *Tolerance* | VIf | Information |
|---|---|---|---|
| Work Discipline (X1) | 0,945 | 1.058 | No mutocolinearity occurs |
| Employee Loyalty (X2) | 0,945 | 1.058 | No mutocolinearity occurs |

Based on table 4, it can be seen that the tolerance value of *the work discipline and employee loyalty variables is greater than 0.1 and the VIF value of all independent variables is less than 10. Therefore, it can be concluded that the result of each variable does not occur mutocolinearity between independent variables.*

## 4.4 Autocorrelation Test

This test aims to find out whether there is a correlation between the data described by time (*times series*). If autocorrelation occurs, then it can be said that the correlation coefficient obtained is less accurate. The autocorrelation test was performed using the Durbin-Watson test (D-W), with a rate = 5%. When D-W is located between-2 to +2 then there is no autocorlation.

Table 5: Autocorrelation Test

| Type | Durbin-Waston | Information |
|---|---|---|
| 1 | 1,514 | No autocorrelation occurs |

Based on the results of the Durbin-Watson test in table 5 above, the DW value of the independent variable is 1.514 which means that the DW value is between -2 to +2 so that there is no aotokocorrelation in the research data.

## 4.5 Hypothesis testing

### A. Coefficient of determination

Based on table 6 below, it can be seen that the R-Square is 0.504, which means that *the percentage* of the influence of work discipline and employee loyalty on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang by 50.4% while the remaining 49.6% was influenced by other variables that were not studied in this study.

Table 6: Test of Determination Coefficient

| Type | *R Square* |
|---|---|
| 1 | 0,504 |

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

### B. Partial Test (t)

The Partial Test (t) is used to determine whether there is a meaningful (significant) relationship or influence between independent variables (Work Discipline and Employee Loyalty) partially on the bound variable (Employee Performance).

Table 7: Results of Partial Significance Test (t-test)

| Type | B | T | Sig |
|---|---|---|---|
| Constant | 6,637 | 1,130 | 0,263 |
| Work discipline(X1) | 0,346 | 2,430 | 0,018 |

| Employee loyalty ( X 2 ) | 0,889 | 6,449 | 0,000 |
|---|---|---|---|

Table 7 above shows the results of the t-test where the significant value of the Work Discipline variable has a value of 0.018 lower than 0.05 while for the Employee Loyalty variable 0.000 which is lower than 0.05 so it can be concluded that Work Discipline has a positive and significant effect on Employee Performance and the Employee Loyalty variable has a positive and significant effect on employee performance.

## C. Simultaneous Test (Test F)

The F test is used to see the overall influence of independent variables with dependent variables. From the results of the SPSS V.16 program, it is known that the value of Fcal

Table 8: Simultaneous Test Results (test f)

| Type | F | Sig. |
|---|---|---|
| Regression | 29,016 | 0.000A |

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

In table 8 above, it can be seen that the F test is known that the value of Fcal > Ftable (df1=k-1,df2=n-k, k= number of research variables, n= number of research respondents) or 29.016 > 3.15 with a significant value of 0.000 < 0.05. This means that H3 together (simultaneously) variables of work discipline and employee loyalty have an influence and significantly affect the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang.

## 5. DISCUSSION
### The Effect of Work Discipline on Employee Performance

Based on partial statistical analysis of work discipline with a tcount value of 2.430 and a value of (sig= 0.018 < 0.05) with (df= n-k, n= number of respondents, k= number of research variables) df= 60-3= 57, then a table of 1.672 was obtained. From the results above, it can be seen that the tcount > ttable or 2.430 > 1.672, meaning that H1 is accepted and H0 is rejected. Therefore, it can be concluded that work discipline has a positive and significant effect on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang. This result is in line with previous research conducted by Malau et al (2020) on the influence of work discipline and work environment on the performance of employees of PT. Sansyu Precision Batam obtained the output results of SPSS, obtained a partial test of work discipline variables obtained a calculated value of 5.718 > a table of 1.981 and a significant value of 0.000 < 0.05. So it can be concluded that the work discipline variable has a positive and significant effect on employee performance.

### The Effect of Employee Loyalty on Employee Performance

Based on partial statistical analysis of employee loyalty with a tcount value of 6.449 and a value of (sig= 0.000 < 0.05) with (df=n-k,n=number of respondents, k=number of variables in the study) df=60-3= 57, then a ttabelsebesar of 1.672 was obtained. From the results above, it can be seen that the tcount > ttable or 6.449 > 1.672, meaning that H2 is accepted and H0 is rejected. Therefore, it can be concluded that employee loyalty has a positive and significant effect on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang. This result is in line with previous research conducted by Rizki, et al (2023) on the effect of work discipline and work loyalty on the performance of employees of PT. Tiki Jalur Nugraha Ekakurir Cilegon Branch obtained SPSS output results, obtained a partial test of work loyalty variables, obtained a tcount value of 6.773 > ttable 2.664 and a sig value of 0.000 < 0.01. So it can be concluded that the employee loyalty variable has a positive and significant effect on employee performance.

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Based on table 4.15 of the F test, it is known that the value of Fcal > Ftable (df1=k-1,df2=n-k, k= number of research variables, n= number of research respondents) or 29.016 > 3.15 with a significant value of 0.000 < 0.05. This means that together (simultaneously) the variables of work discipline and employee loyalty 80 have an effect and significantly on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang is intended with an R-square value of 0.504 (50.4%). This means that the contribution of work discipline and employee loyalty affects the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang is targeted at 50.4% while the remaining 49.6% is influenced by other variables. This result is in line with previous research conducted by Rahmalia (2020) the effect of work discipline and work loyalty on the performance of employees of the Bekasi City Communication, Informatics and Statistics Office obtained a value of Fcal greater than that of Ftable, which is 121.826 > 3.11 and has a significant effect of 0.000 < 0.05. So it can be concluded simultaneously that work discipline and employee loyalty have a positive and significant effect on employee performance.

## 6. CONCLUSION

Based on the results of this study, several conclusions were obtained which are briefly presented as follows. Work discipline with a tcal value of 2.430 and a value of (sig= 0.018< 0.05) with (df= n-k, n= number of respondents, k= number of research variables) df= 60-3= 57, then a table of 1.672 was obtained. From the results above, it can be seen that the tcount > ttable or 2.430 > 1.672, meaning that H1 is accepted and H0 is rejected. Therefore, it can be concluded that work discipline has a positive and significant effect on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang, employee loyalty with a tcal value of 6.449 and a value of (sig= 0.000 < 0.05) with (df=n-k, n=number of respondents, k=number of variables in the study) df= 60-3= 57, then a table of 1.672 was obtained. From the results above, it can be seen that the tcount > ttable or 6.449 > 1.672, meaning that H2 is accepted and H0 is rejected. Therefore, it can be concluded that employee loyalty has a positive and significant effect on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang. And the F test is known that the value of Fcal > Ftable (df1=k-1,df2=n-k, k= number of research variables, n= number of research respondents) or 29,016 > 3.15 with a significant value of 0.000 < 0.05. This means that H3 together (simultaneously) variables of work discipline and employee loyalty have an influence and significantly on the performance of employees of the Department of Human Resources & General Affairs of PT. Semen Padang.

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