

# The Role Of Work Discipline And Autonomy On Employee Performance: A Case Of Private University In Indonesia

Fatwa Tentama, Lharasati Dewi, Eka Rizki Meilani

**Abstract:** Employee performance is an important component in the organization, so organizations need to pay attention to factors that can improve employee performance. This study aimed to examine the role of work discipline and organizational autonomy on employee performance. The participants of this study were employees at the University of X Yogyakarta, with a total of 49 employees. The sampling technique used was simple random sampling technique. Data collection was carried out using the work discipline scale, organizational autonomy scale, and performance scale, analyzed using multiple linear regression techniques. The results showed that 1) There was a relationship between work discipline and autonomy simultaneously on performance with  $p = .007$  ( $p < .01$ ), 2) There is a very significant positive relationship between work discipline and performance with  $p = .003$  ( $p < .01$ ), 3) There is a very significant positive relationship between autonomy and performance with  $p = .006$  ( $p > .01$ ). Simultaneously, work discipline and autonomy contributed 19.3% to employee performance. Work discipline contributed more dominantly to employee performance (10.8%) than autonomy to employee performance (8.5%). Based on the results, employee performance can be predicted based on work discipline and organizational autonomy.

**Index Terms:** Autonomy, Employee, Employee Performance, Organization, Performance, Private University, Work Discipline

## 1. INTRODUCTION

AS the result of all individual activities, performance is one of the factors that need to be considered by every organization [1], [2]. Organizations will be more stable and last longer when employee performance is high. Employee performance plays a vital role in determining the success of the organization in achieving its strategic goals [3]. Employee performance is a factor that can support the productivity of the organization as a whole [4]. Performance is evidence of the contribution of each employee to the completion of organizational goals [5], [6]. Performance includes individual behavior that is relevant to the production of services and goods [7]. Performance is an essential criterion for organizational results and success [1]. Employee performance plays a vital role in any organization. It may cause a positive impact, such as success and negative effects, such as failure [8]. Every organization hopes that all its employees can contribute to organizational goals; one of the employee's contributions can be shown through high performance [9]. When the quality of employee performance is high, the overall efficiency of organizational productivity will also increase [6]. Individuals with high performance can help the organization achieve organizational competitive advantage [3]. The concept of performance has been used in various contexts to evaluate the success of a project [10], [11]. Performance is related to achieving the measured goals or desired output. This concept becomes essential because it deals with individual performance, team, and overall organizational projects appraisal [12]. High-performance increases employee

productivity in work job satisfaction, lower psychological problems of employees, increasing employees' involvement in work, increasing commitment and loyalty among employees, increasing employee income based on production, and increasing product quality and quantity [13].

Performance is defined as actions and behaviors that are under the control of individuals who contribute to organizational goals [14]. Performance is all activities that involve employees to fulfil their obligations to achieve organizational goals and objectives [15]. Performance refers to whether individuals carry out their duties and job responsibilities properly [1]. Performance is the act of doing something that focuses on monitoring progress and achieving activities through measurable parameters [16]. Performance can also be defined as a result of work activities that must be measured [17]. Performance is identified as effectiveness, efficiency, development, satisfaction, innovation, and quality that leads to the achievement of activities [18], [19]. Organizations need to pay attention to factors that can improve employee performance because employee performance is a critical component of the organization [20]. A study has found that one factor that has a high contribution to predict performance is discipline [21], [22]. Discipline has positive effects and potential for improving performance [23], [24]. Work discipline can affect employee behavior significantly, which will ultimately affect employee performance [25]. Employees with work discipline have proven to have far better performance because they feel they have a responsibility to help achieve their organizational goals. Therefore, every organization needs to implement discipline in its work [26]. Work discipline is defined as socially and morally responsible behavior motivated by intrinsic factors and not solely by anticipating external rewards or fear of punishment [27]. Work discipline is the ability of an individual to act or take action regardless of the judgment or responsibility of others [28]. Work discipline refers to the individual's capacity to do what the individual wants by managing their emotions and thoughts and knowing how to plan individual behavior to achieve their goals [23]. Discipline can also be defined as the capacity of individuals to work towards long-term goals actively and to resist temptation [29]. Another factor that can

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affect the level of performance is autonomy. According to Noordegraaf [30] to have high performance, an autonomous personality, and professional actions that are oriented towards organizational goals are needed. A study found an interaction between autonomy and employee performance [31]. Organizational autonomy can direct individuals to try to improve their performance to help organizations achieve their targets [32]. Employees who lack the nature of autonomy are often indicated by the lack of responsibility and lack of self-introspection, which in turn can have an impact on their performance [33]. Autonomy is defined as the belief that individuals must be independent of other people's dependence, especially regarding their ability to work [34]. Autonomy is an individual belief in their ability to solve problems and respond to stress effectively [35]. Autonomy refers to the ability of individuals to think and act without the help or influence of others as well as the ability to decide what should be done [36]. Autonomy is the ability of individuals to face life's challenges and has created with instincts to benefit themselves and others or their environment [37]. Based on the explanation above, the role of work discipline and autonomy on performance can be illustrated in the chart below:

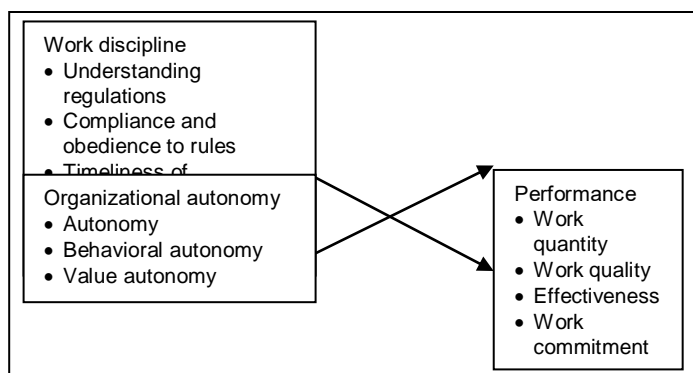


Fig. 1. Illustrated the role of work discipline and autonomy on performance

This study aims to examine the role of work discipline and autonomy on employee performance at the University of X Yogyakarta in Indonesia.

## 2 RESEARCH METHOD

### 2.1 Population and Sample

The population in this study were all employees at the University of X Yogyakarta in Indonesia. The number of samples used in this study was 49 employees at the University of X. The selection of research samples was randomized using a simple random sampling technique.

### 2.2 Instrumen

The data collection in this study was carried out using instruments, namely the performance scale, work discipline scale, and organizational autonomy scale. The performance scale is based on performance aspects according to Bernardin and Russel [38], namely: the quantity of work, quality of work, timeliness, effectiveness, independence, and work commitment. The performance scale takes form as a Likert scale. The work discipline scale is based on aspects of work discipline according to Harahap [39], namely: understanding of regulations, compliance and obedience to rules, timeliness in

implementation and completion of work and organization of processes in carrying out tasks. The work discipline scale takes form as a Likert scale. The organizational autonomy was revealed based on aspects of autonomy according to Steinberg [40], namely: emotional autonomy, behavioral autonomy and value autonomy. The organizational autonomy scale takes form as a Likert scale.

### 2.3 Instrument Validity and Reliability

The results of the analysis of 30 subjects on the performance scale show that the reliability coefficient ( $\alpha$ ) of .794 with the corrected item-total correlation range moving from .260 to .699. There were ten items deemed to be valid and reliable for this research. The results of the analysis of 30 subjects on the work discipline scale show that the reliability coefficient ( $\alpha$ ) of .913 with the corrected item-total correlation range moving from .267 to .731. There were 28 items deemed to be valid and reliable items for this research. The results of the analysis of 30 subjects on the organizational autonomy scale show that the results of the reliability coefficient ( $\alpha$ ) of .869 with the corrected item-total correlation range moving from .382 to .668. There were 15 items deemed to be valid and reliable for this research.

### 2.4 Data Analysis

The data analysis method used was parametric statistics method. Data analysis was performed using IBM SPSS Statistics 21.0, through multiple regression testing techniques, namely a statistical analysis technique to determine the relationship between work discipline and autonomy on performance. Before hypothesis testing, a prerequisite test was carried out which included the normality test, linearity test and multicollinearity test.

## 3 RESULT AND ANALYSIS

### 3.1 Assumption Test

#### 3.1.1 Normality Test

The result of the normality test can be seen in table 1.

TABLE 1  
NORMALITY TEST

Variable	K-SZ Score	Sig.	Annotation
Performance	1.010	.260	Normal
Work Discipline	.904	.387	Normal
Autonomy	.847	.470	Normal

Source: Research Result, 2019 (processed data)

Based on the results of normality test shown in table 1 it was known that the significance values of performance, work discipline, and autonomy were respectively .260, .387, and .470 which have  $p > 0.05$ , meaning that each data was normally distributed so that it can be concluded that each variable had a distribution of normally distributed data.

#### 3.1.2 Linearity Test

The result of the linearity test can be seen in table 2.

**TABLE 2**  
LINEARITY TEST

Variable	F Linearity	Sig.	Threshold	Annotation
Work Discipline	10.538	.003	P<.05	Linear
Autonomy	10.773	.002	P<.05	Linear

Source: Research Result, 2019 (processed data)

The linearity test results are shown in Table 2, namely work discipline towards performance obtained F linearity of 10.538 with a significance level (p) of .003 and autonomy on performance obtained by F linearity of 10.773 with a significance level (p) of .002 which meant linear or there was a line that connects the work discipline variable with performance and between autonomy and performance.

### 3.1.3 Multicollinearity Test

The result of multicollinearity test can be seen in table 3.

**TABLE 3**  
MULTICOLLINEARITY TEST

Variable	Tolerance	VIF	Annotation
Work	.830		
Discipline		1.205	No multicollinearity
Autonomy	.830	1.205	No multicollinearity

Source: Research Result, 2019 (processed data)

Based on table 3, it was shown that work discipline and autonomy have VIF values = 1205 (VIF <10) and tolerance .830

(tolerance > .1) so that there was no multicollinearity between work discipline and autonomy.

### 3.1.4 Regression Analysis

The result of regression analysis can be seen in table 4.

**TABLE 4**  
PARTIAL ANALYSIS

Variable	R	Sig	Threshold	Annotation
Work discipline on performance	.382	.003	P < .01	Very Significant relationship
Autonomy on performance	.356	.006	P < .01	Very Significant relationship

Source: Research Result, 2019 (processed data)

Based on table 4, it can be seen that the relationship between work discipline and performance was obtained a value of r = .328 with a significance level of p = .003 (p <.01) which means that there was a very significant positive relationship between work discipline and performance. The relationship between autonomy and performance obtained a value of r = .358 with a significance level of p = .006 (p <.01) which means that there was a very significant positive relationship between autonomy and performance.

**TABLE 5**  
SIMULTANEOUS ANALYSIS

Variable	R	R Square	Sig.	Threshold	Annotation
Work discipline and autonomy on performance	.440	.193	P=.007	P <.01	Very Significant relationship

Source: Reserch Result, 2019 (processed data)

Table 5 shows that work discipline and autonomy simultaneously can contribute to employee performance at the University of X Yogyakarta. These results indicate that the first hypothesis is accepted, indicating that performance variable can be predicted based on work discipline and autonomy. Simultaneously, the two independent variables contributed 19.3% to performance so that other factors could influence the remaining 80.7%. Other factors that influence performance are employee competency and training experience [26], work motivation [41], and leadership style [42]. The work discipline contribution to the performance was 10.8%, and the contribution of autonomy to performance was 8.5%. Thus work discipline contributed more dominantly than autonomy to performance. The results of the analysis show that the second hypothesis was also accepted, meaning that there is a relationship between work discipline and employee performance at the University of X Yogyakarta. These results are in line with the findings of previous studies, which also found that work discipline plays a role as a predictor of performance [43], [44]. By improving the work discipline function, it is possible to increase employee performance [41]. Individuals who are disciplined in work will try to improve their performance in order to achieve organizational goals [45]. Employees who lack discipline will find it challenging to improve their professionalism, resulting in a reduction in their performance [46]. Employees who are willing to comply with all organizational and institutional norms and regulations will be able to improve efficiency, effectiveness, and performance [42]. Work discipline is closely related to employee behavior [47]. Work discipline as an organization implements to strengthen guidelines that are closely related to performance [48]. Discipline can reflect individual performance, as individuals with low performance tend to have low discipline, as well as individuals with high discipline, are shown to have higher performance [49]. Employees with high work discipline have the awareness and desire to carry out all tasks and responsibilities with a willingness to comply with all applicable regulations in an institution or organization, which will ultimately improve employee performance [46]. The higher the employee discipline, the higher the performance results, as well as the lower the work discipline of employees, the lower the performance results [47]. The results of the analysis also show that the third hypothesis was accepted, indicating that there is a relationship between autonomy and employee performance at the University of X Yogyakarta. This finding supports the results of previous studies which found that embedded self-reliance can be a strong force in supporting performance by increasing the efficiency and quality of individual work [31]. Organizational autonomy is an essential factor of performance, as the nature of autonomy will determine the results of individual behavior, individuals believe

that they have a responsibility to help the organization achieve its goals through their performance [50]. Individuals with autonomy tend to be more responsible for their duties, besides they are also able to manage stress at work [51]. Autonomy is a factor that needs to be taken into account in the organization because it is related to the implementation of employee performance [52]. Some researchers find that there are differences in performance between individuals who have work autonomy and individuals who are less autonomous [51]. Autonomy can be a source for increasing work motivation and work effectiveness of individuals [53]. Employees who have autonomy will try to contribute more to the organization by prioritizing organizational interests rather than their subjective interests [54]. The implications of this study can provide insight and awareness to employees and organizations. This research shows that work discipline and autonomy can help employees to be more responsible for their work, manage work stress, understand organizational norms, increase willingness to contribute, and provide understanding to evaluate themselves for their performance. Organizations can consider psychological factors, namely, work discipline and autonomy in employee selection. The results of this study can also be used as a reference for preparing training modules, specifically work discipline training, which has a dominant contribution to addressing performance problems with employees at the University of X Yogyakarta. Thus, employees will be able to contribute more to the organization. The current study is not without limitation. The sample is limited in educational employees who worked in university, and the number of the subject was limited. So it is unclear if results would generalize employees in other workplaces. Future research should continue to examine this variable in another workplace with a greater subject number.

#### 4 CONCLUSION

Work discipline and autonomy can simultaneously predict the high and low performance of employees at the University of X Yogyakarta in Indonesia. There is a very significant positive relationship between work discipline and performance and between autonomy and performance. Simultaneously work discipline and autonomy contributed 19.3% to employee performance. Work discipline contributed more dominantly to employee performance (10.8%) than autonomy to employee performance (8.5%).

#### ACKNOWLEDGEMENT

The author would like to thank the Institute of Research and Community Service (LPPM) of Universitas Ahmad Dahlan Yogyakarta for providing research funds so that this research could be carried out and resolve smoothly.

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