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THE IMPACT OF JOB DISCIPLINE TO IMPROVE JOB PERFORMANCE FOR OFFICE ADMINISTRATION AND RECORDS ACTIVITIES IN INDONESIA: A META-ANALYSIS

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ABSTRACT

Human resources are a very important factor in the office administration and records management in company or government office. Performance in the archives and administration section is a unique function that requires high motivation to function as a managerial support in terms of providing archives, documents, and the production of manuscripts both in companies and in government. One important factor in human resources in the archives and music section is the influence of job discipline on performance. This study uses articles that identify the performance of administrative and archive employees in private and government companies. The results of the meta-analysis conducted on 30 research articles obtained a summary effect (average effect size) of 0.860, which means that there is a significant positive effect of increasing performance discipline on performance. Meanwhile, if the research is conducted by dividing the participants into two sections, namely private employees and civil servants, it is found that the summary effect value of private employees is greater than that of civil servants (0.933 and 0.761, respectively), which means that disciplining work can have a greater impact on performance in private company employees compared to government employees.

Keywords: Job Discipline, Job Performance, Private Employees, Public Employees, Records

INTRODUCTION

The development of the business world will be realized if it is supported by qualified human resources. In every organization at all scales, the existence of the human resource factor cannot be taken lightly because the presence of quality human resources will push the company in a better direction (Sutrisno, 2017). In an organization, human resources play a very important role in achieving the success and goals of the organization. These human resources support the organization with their work, talents, and encouragement. Employees are a very valuable company asset that must be managed properly by the company in order to make an optimal contribution and achieve company goals. Employees are a very valuable company asset that must be managed properly by the company in order to make an optimal contribution. One of the things that should be the company's main concern is the job satisfaction of its employees, because employees who do not feel comfortable at work are not valued and cannot develop all their potential, so they cannot automatically focus and concentrate fully on their work.

A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Employee performance is a very important factor in the company's efforts to achieve its goals. One way that can be used to see the company's development is by looking at performance. The target that becomes the object of performance is skills—the ability of employees to carry out tasks or jobs that are evaluated objectively using certain benchmarks and carried out periodically. From the results of the assessment, it can be seen that the company's performance is reflected in the performance of employees; in other words, performance is a concrete work result that can be observed and measured. The establishment of clear work goals will cause employees to be more motivated to work in order to achieve higher performance. With positive working conditions, the level of job satisfaction and creativity will be high (Sutrisno, 2017).

Performance is a management tool that will have an impact on employees in several aspects, including opportunities for promotion or class, salary increases, bonuses, and remuneration, as well as a measure of achievement to determine whether the employee's performance has met work goals. This will have an impact on job satisfaction (related to remuneration, benefits, and career development opportunities) and

as a measure of work commitment. Performance has a variety of methods, which will greatly affect other aspects of employees' lives. Performance that promotes the values of transparency and impartiality (fairness) and has a positive correlation with the benefits received by its employees will encourage employees to contribute optimally. This will encourage employees to have a positive work commitment. Likewise with job satisfaction. Performance that promotes positive values such as transparency and fairness will encourage employees to be satisfied at work. Whether that's because the benefits are obtained fairly in accordance with their work performance or because the results of their performance will be rewarded according to the achievement of their work goals, (Sutrisno, 2017).

LITERATURE REVIEW

Job Discipline

Job discipline is very important for the employee concerned as well as for the organization because job discipline will affect employee productivity. Therefore, employees are the main driving force in the organization. Good job discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. Discipline is something that is very important for organizational growth and is especially used to motivate employees to be self-disciplined in carrying out work both individually and as a group. Job discipline is useful for providing education to employees on complying with and liking existing rules, procedures, and policies so as to produce good performance. Job discipline is very important for the employee concerned as well as for the organization because job discipline will affect employee productivity. Therefore, employees are the main driving force in the organization. Good job discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him.

Discipline is the most important operational function of human resource management because the better the discipline of employees, the better the performance that can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their attitude and behavior. So an employee is said to have good discipline if he has a sense of responsibility for the tasks assigned to him. Discipline is the attitude, behavior, and actions that are in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, slow entry, and early return of employees. So this is an employee's disciplinary attitude that needs to be addressed properly by management. Discipline is the desire and awareness to comply with organizational rules and social norms. Therefore, if discipline is an important means to achieve goals, then the development of discipline is a very important part of management. Discipline is also said to be a means to train and educate people against regulations so that there is compliance in an organization that runs in an orderly manner.

Many experts provide a definition of job discipline, and each expert explains it differently with their own paradigm, approach, and perspective. According to Singodimedjo in Sutrisno (2017), job discipline is a person's willingness to obey and comply with the regulatory norms that apply around him. Good job discipline will accelerate the company's goals, while declining discipline will become a barrier and slow down the achievement of company goals. According to Mangkunegara (2001), job discipline is the implementation of management to reinforce organizational guidelines. Meanwhile, according to Sutrisno (2016), "discipline shows a condition or attitude of respect that exists in employees towards company regulations and accuracy".

According to Rivai (2014), job discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior, as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms. Employee discipline is a person's behavior in accordance with the rules, existing work procedures, or attitude, behavior, and actions that comply with the rules of the organization, both written and unwritten. (Sutrisno, 2009). Another understanding of discipline is that of procedures that correct or punish violators of rules or procedures. (Simamora, 2004).

Based on the above understanding, it can be concluded that job discipline is an orderly state in which a person or group of people who are members of the organization wishes to obey and carry out company regulations, both written and unwritten, based on awareness and conviction that there is a condition between desire and reality, and it is hoped that employees will have a high discipline attitude at work so that their productivity increases. Discipline is the desire and awareness to comply with organizational rules and social norms. Therefore, discipline is an important means to achieve goals, so the development

of discipline is a very important part of management. Any management system's implementation requires the discipline of all members of the organization.

Job Performance

Performance is generally understood as an output record, the result of a function of a work position or all of its work activities in a certain period. In short, performance is defined as success in carrying out a job. According to the Big Indonesian Dictionary, performance is something that is achieved or shown. Performance is essentially an achievement achieved by someone in carrying out their duties or work in accordance with the standards and criteria set for the job. According to Mankunegara (2017), performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mankuprawira and Hebeis (2007) state that performance is the result of certain planned work processes at the time and place of the employee and the organization concerned. According to Hasibuan (2007), performance is the result of work achieved by someone in carrying out the tasks assigned to him, which are based on skill, experience, sincerity, and time. Performance in the organization is the answer to the success or failure of the organizational goals that have been set. According to Fahmi (2017), performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

METODOLOGY

This study focuses on examining the relationship between job discipline and performance among private and public employees who occupy positions in the administrative and archive divisions. This study uses a random effect model, which aims to find results that can generalize research within the population (not just identify data findings alone). The requirements used in the random effect model are that the heterogeneity information used is $I^2 > 25\%$. In the meta-analysis research, the form of a contrast group is used, which will show the relevance of the studies that have been carried out between job disciplines and performance in a number of human resource management studies in Indonesia. The data used is in the form of interval variation (differentiating in the maximum value and minimum value), so that the power used is the result of research in standardized form. In this study, the correlation value (r) was used, which was obtained dominantly through the Pearson correlation from each study, and if a simple equation used a determinant correlation with a note that the Pearson correlation did not appear.

As for determining and estimating the sample mean/effect size (d) are standardized with equation (1):

$$d = \frac{\bar{X}_1 - \bar{X}_2}{S_{within}}, S_{within} = \sqrt{\frac{(n_1 - 1)S_1^2 + (n_2 - 1)S_2^2}{(n_1 - 1) + (n_2 - 1)}}$$

The equations and formulas used can find the standard error, namely $d(SE_d)$, namely by equation (2):

$$SE_d = \sqrt{V_d}, \text{ with } V_d = \frac{n_1 + n_2}{n_1 n_2} + \frac{d^2}{2(n_1 + n_2)}$$

Studies and mechanisms according to Borenstein, Hedges, Higgins, and Rothstein (2009) show that results can occur which is called slight bias. To minimize possible bias, the equation can be expanded to make changes to g using equation (3) and equation (4) as follows:

$$g = J \times d, \text{ with } J = 1 - \frac{3}{4df - 1}$$

$$df = \text{degree of freedom } (n_1 + n_2 - 2)$$

$$SE_g = \sqrt{V_g}, \text{ with } V_g = J \times V_d$$

Furthermore, to carry out an analysis of the meta analysis using JASP software and OpenMEE software. The data entered as g is the effect size and the data for SE_g can produce a forest plot which shows the value interval and standard error of each study used in this study. In addition, JASP and OpenMEE provide calculations to determine heterogeneity and publication bias through funnel plots.

RESULT AND DISCUSSION

There are many factors that can influence performance improvement through job discipline in the office. One of the biggest factors that can be examined is the difference in the characteristics of the jobs received by private employees compared to public employees who are in government. In the data collection results obtained, there were as many as 30 articles that discuss and provide results of the correlation between job discipline and performance, with a minimum of more than 15 respondents. The results of the summary of research data, effect size, and correlation are shown in the following table:

Tabel 1. Summary of Research Data, Effect Size and Correlation

No.	Study	Participants	Zr	Var(Zr)	SC Measure	N	r
1	Puspitasari et al. (2022)	Private Employees	1.235	0.034	Standardized	32	0.844
2	Cholisoh et al. (2019)	Private Employees	0.918	0.022	Standardized	48	0.725
3	Negara (2017)	Public Employees	1.030	0.004	Standardized	287	0.774
4	Tambuwun et al. (2021)	Private Employees	1.249	0.027	Standardized	40	0.848
5	Fitriani (2018)	Private Employees	1.058	0.021	Standardized	50	0.785
6	Meilany & Ibrahim (2015)	Private Employees	1.297	0.016	Standardized	67	0.861
7	Novita (2018)	Public Employees	0.672	0.091	Standardized	14	0.586
8	Darmawan & Sukaja (2017)	Private Employees	1.301	0.021	Standardized	50	0.862
9	Septiasari (2017)	Public Employees	0.552	0.025	Standardized	43	0.502
10	Hajrina et al. (2016)	Private Employees	0.711	0.059	Standardized	20	0.611
11	Pramularso (2017)	Private Employees	0.548	0.021	Standardized	50	0.499
12	Utami (2022)	Public Employees	0.717	0.024	Standardized	44	0.615
13	Harahap & Nasution (2022)	Public Employees	0.387	0.021	Standardized	50	0.369
14	Nurmayanti (2020)	Private Employees	0.984	0.031	Standardized	35	0.755
15	Sinaga & Hutapea (2021)	Private Employees	0.607	0.021	Standardized	50	0.542
16	Lidia (2019)	Public Employees	1.274	0.031	Standardized	35	0.855
17	Sunarsi et al. (2021)	Public Employees	0.620	0.019	Standardized	57	0.551
18	Nuriani (2020)	Private Employees	0.499	0.037	Standardized	30	0.461
19	Arifin (2014)	Private Employees	0.856	0.012	Standardized	85	0.694
20	Novtyani et al. (2019)	Public Employees	0.585	0.006	Standardized	177	0.526
21	Ernawati (2016)	Public Employees	0.966	0.037	Standardized	30	0.747
22	Sazly & Winna (2019)	Public Employees	0.765	0.037	Standardized	30	0.644
23	Sutrisno & Sunarsi (2019)	Private Employees	0.807	0.012	Standardized	85	0.668
24	Sunarsi et al. (2020)	Public Employees	0.775	0.011	Standardized	96	0.650
25	Putri (2018)	Private Employees	1.282	0.020	Standardized	53	0.857
26	Wiguna (2020)	Private Employees	0.829	0.012	Standardized	86	0.680
27	Maulana (2020)	Private Employees	0.850	0.016	Standardized	65	0.691
28	Ramdhan (2021)	Private Employees	0.782	0.014	Standardized	75	0.654
29	Nasir et al. (2020)	Public Employees	0.982	0.024	Standardized	45	0.754
30	Wau et al. (2021)	Public Employees	0.545	0.037	Standardized	30	0.497

Research conducted by Rahayu and Ajimat (2018) stated that the effect of job discipline on employee performance at the Secretariat of the Deputy for Tourism Destination Development has a correlation coefficient value of $r = 0.245$ with a weak level of relationship. Meanwhile, according to Wulandari and Alamanda (2012), job discipline has a very strong and positive influence, with a coefficient of determination of 0.728. Meanwhile, research (Jannah et al., 2014) conducted at the Cimahi City Revenue Service Office shows that the effect of job discipline on employee performance is at its smallest stage, namely 01.3%, but when combined with other factors, the total effect will be greater, such as compensation and career development.

According to Nurjaya et al. (2021), job discipline in Bogor City Forestry and Plantation Service employees should be maintained so that employees are more motivated to work, where the variables of job discipline and employee performance have a strong relationship with a correlation value of 0.638. This is in line with the research of Kristianti et al. (2021), where job discipline has a significant effect on employee performance with a correlation of 0.653. However, it is different from the research conducted by Fatimah (2016), where job discipline has a sufficient (moderate) influence on the performance of employees of the Bhyangkara Kediri Hospital with a correlation value of 0.575.

Table 2. Model Result

No.	Studies	Estimate	Lower Bound	Upper Bound	Std. Error	p-Val
1	Puspitasari et. al. (2022)	1.235	0.871	1.599	0.186	< 0.001
2	Cholisoh et. al. (2019)	1.057	0.749	1.365	0.157	< 0.001
3	Negara (2017)	1.033	0.929	1.136	0.053	< 0.001
4	Tambuwun et. al (2021)	1.060	0.944	1.176	0.059	< 0.001
5	Fitriani (2018)	1.054	0.960	1.147	0.048	< 0.001
6	Meilany & Ibrahim (2015)	1.104	0.990	1.218	0.058	< 0.001
7	Novita (2018)	1.092	0.972	1.211	0.061	< 0.001
8	Darmawan & Sukaja (2017)	1.117	0.999	1.235	0.060	< 0.001
9	Septiasari (2017)	1.059	0.907	1.210	0.077	< 0.001
10	Hajrina et. al. (2016)	1.037	0.889	1.185	0.075	< 0.001
11	Pramularso (2017)	0.985	0.825	1.145	0.082	< 0.001
12	Utami (2022)	0.962	0.808	1.115	0.078	< 0.001
13	Harahap & Nasution (2022)	0.912	0.745	1.079	0.085	< 0.001
14	Nurmayanti (2020)	0.917	0.761	1.074	0.080	< 0.001
15	Sinaga & Hutapea (2021)	0.895	0.743	1.048	0.078	< 0.001
16	Lidia (2019)	0.918	0.770	1.006	0.076	< 0.001
17	Sunarsi et. al. (2021)	0.899	0.754	1.043	0.074	< 0.001
18	Nuriani (2020)	0.879	0.736	1.021	0.073	< 0.001
19	Arifin (2014)	0.878	0.745	1.010	0.068	< 0.001
20	Novtyani et. al. (2019)	0.859	0.727	0.991	0.067	< 0.001
21	Ernawati (2016)	0.863	0.736	0.991	0.065	< 0.001
22	Sazly & Winna (2019)	0.859	0.736	0.983	0.063	< 0.001
23	Sutrisno & Dunarsi (2019)	0.857	0.740	0.973	0.059	< 0.001
24	Sunarsi et. al. (2020)	0.853	0.742	0.963	0.056	< 0.001
25	Putri (2018)	0.871	0.760	0.981	0.056	< 0.001
26	Wiguna (2020)	0.869	0.764	0.974	0.054	< 0.001
27	Maulana (2020)	0.686	0.767	0.969	0.052	< 0.001
28	Ramdhan (2021)	0.865	0.767	0.962	0.050	< 0.001
29	Nasir et. al. (2020)	0.869	0.774	0.963	0.048	< 0.001
30	Wau et. al. (2021)	0.860	0.766	0.953	0.048	< 0.001

Based on the results of the data processing carried out, the correlation coefficient value of job discipline on employee performance is 0.852, which means that it has a strong level of relationship because this value is in the interval 0.80–1.000 (Sasongko & Abidin, 2022). Meanwhile, the results of the tests carried out by Zaini (2021) found that there was a very strong correlation between the job discipline variables and the performance variables, with a correlation value of 0.636. And according to Yusuf & Rahma (2020), because job discipline affects employee performance, it is the obligation of every element of the organization to comply with the rules that apply within the organization and be ready to face the consequences of sanctions in accordance with applicable regulations.

According to Rudi et al. (2020), the job discipline variable has a strong correlation with the Pearson correlation, which was obtained at 0.817, and the value is close to 1. Likewise with research conducted by Eliyah and Tamam (2019) with the research object of public elementary school teachers in Haurgeulis District, Indramayu Regency, where the variable teacher discipline has a positive relationship with teacher performance variables with a correlation of 0.324. Meanwhile, in Murti & Purwoto's research (2021), what has been done by employees and their implications for employee performance at PT. Denso Indonesia can be concluded that the job discipline. As for the results of the model as a whole from the sample articles shown in the following table,

Table 2. Model Results

Estimate	Lower Bound	Upper Bound	Std. Error	p-Value
0.860	0.766	0.953	0.048	< 0.001

From the table above, it was found that the estimation result was 0.860, for the lower bound it was 0.766, and for the upper bound it was 0.953. The results above also show the value of standard deviation: the error is 0.048 and the p-value is 0.001. From the table, it is found that the p-value of 0.001, which shows the relationship between job disciplines and job performance, has a significant effect. The combined effect size value is 0.860, which has a strong influence category. So it was found that the job-discipline relationship has a significant effect on job performance when there is a strong relationship. This combined correlation can indicate that job discipline greatly influences job performance and really needs to be considered for companies to be able to improve company performance.

Table 3. Heterogeneity

tau^2	Q(df=29)	Het. p-Value	I^2
0.046	104.755	< 0.001	73.316

The table above is used to explain the heterogeneity component of the study. From the calculation results, it is found that the value of tau2 is 0.046, the value of Q (df = 29) is 104.755, the value of Het is 0.001, the p-value is 0.001, and the I2 value is 73.316. From the table, it is found that the variance of the data used in the study is diverse, with an I2 value of more than 50, which is 73,316. So that the studies used are very heterogeneous.

The next identification is in the form of a forest plot, which describes the heterogeneity of the correlational study. From the results of the initial forest plot, it was found that the average estimated value of a number of sample articles was 0.860, with a p-value level of 0.0001. This means that the research sample has a high level of difference, so it can be explained that there is a significant correlation between job discipline variables and the performance of both private and public employees. A total of 12 articles found the estimated value was higher than the average, while 18 other articles had an estimated value below the average.

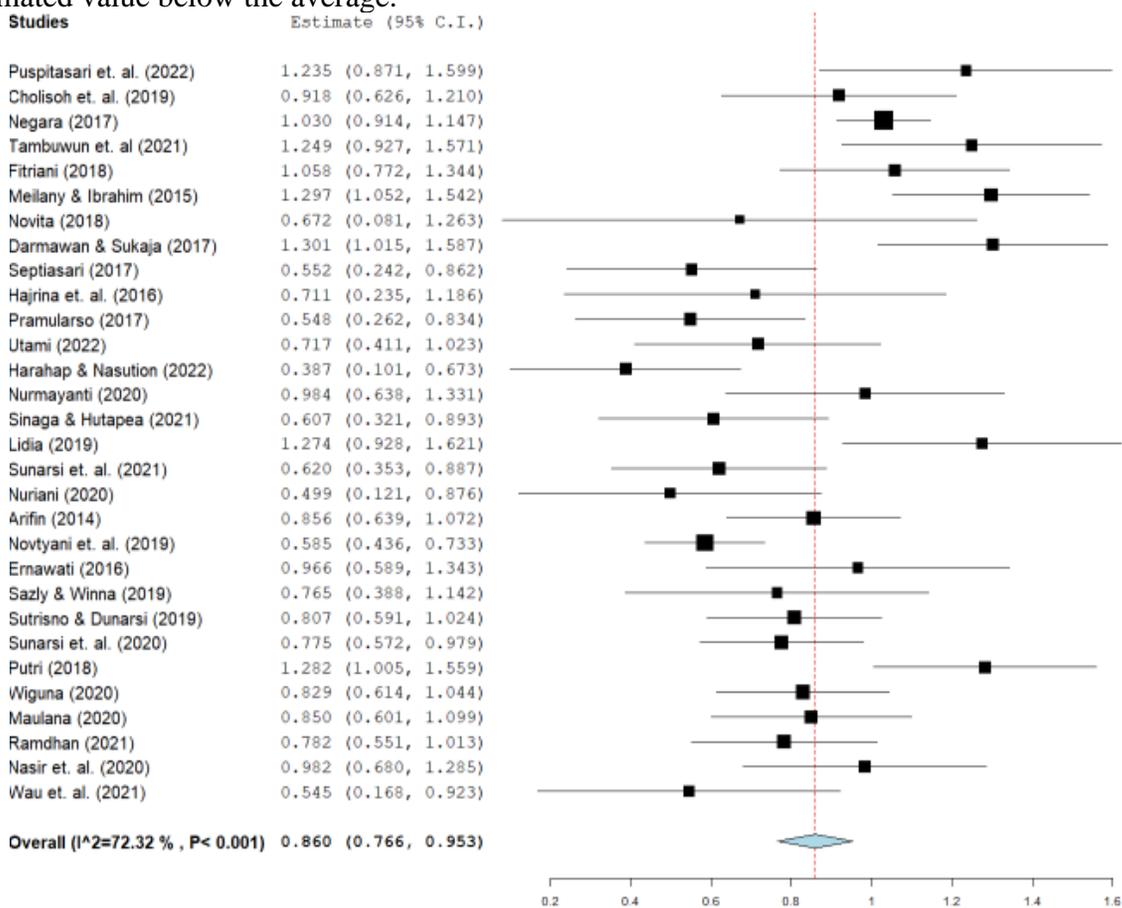


Figure 1. Initial Forest Plot

Seeing the differences between the conditions of private employees and public employees can give us an idea about the effect of job discipline on performance in two different conditions of the workforce structure. The results of the comparative modeling of the conditions of employees and public employees can be seen in the following table:

Table 1. Model Result by Participants

Studies	Estimate	Lower Bound	Upper Bound	Std. Error	p-Val
Subgroup Private Employees	0.933	0.812	1.054	0.062	< 0.001
Subgroup Public Employees	0.761	0.617	0.905	0.074	< 0.001
Overall	0.860	0.766	0.953	0.048	< 0.001

From the above results, it was found that the estimated value for private employees was 0.933, while for public employees it was 0.761. The lower bound and upper bound bond values owned by private employees are 0.812 and 1.054, while those of public employees are 0.617 and 0.905, respectively. Each of the estimates uses a p-value of 0.001. The results above also show the standard errors are 0.062 and 0.074 for private employees and public employees, respectively. From the results above, it was found that private employees have a more significant relationship than public employees in the case of the relationship between job discipline and performance. It can be recognized from practice in the field that job discipline has a greater influence on performance in the managerial structure of private companies than in government because job discipline is often used to support the performance of private employees themselves. In contrast to public employees, who tend to be rigid with the bureaucracy, changes to regulations and job discipline that are carried out do not have a significant impact on encouraging performance in government. The data in graphical form for a comparison of estimates of private employees with public employees is shown in the image below.

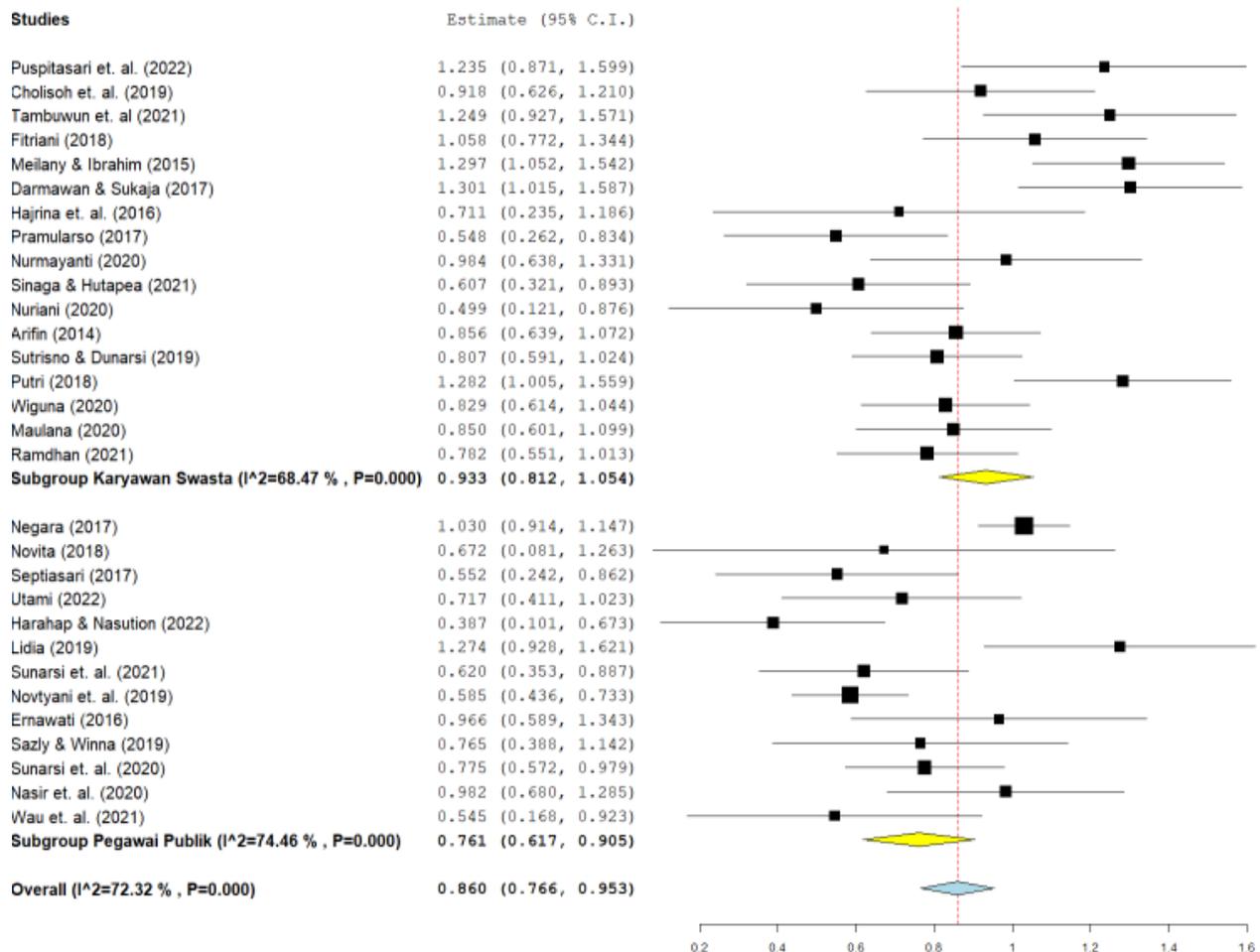


Figure 2. Initial Forest Plot Based on Participant Category

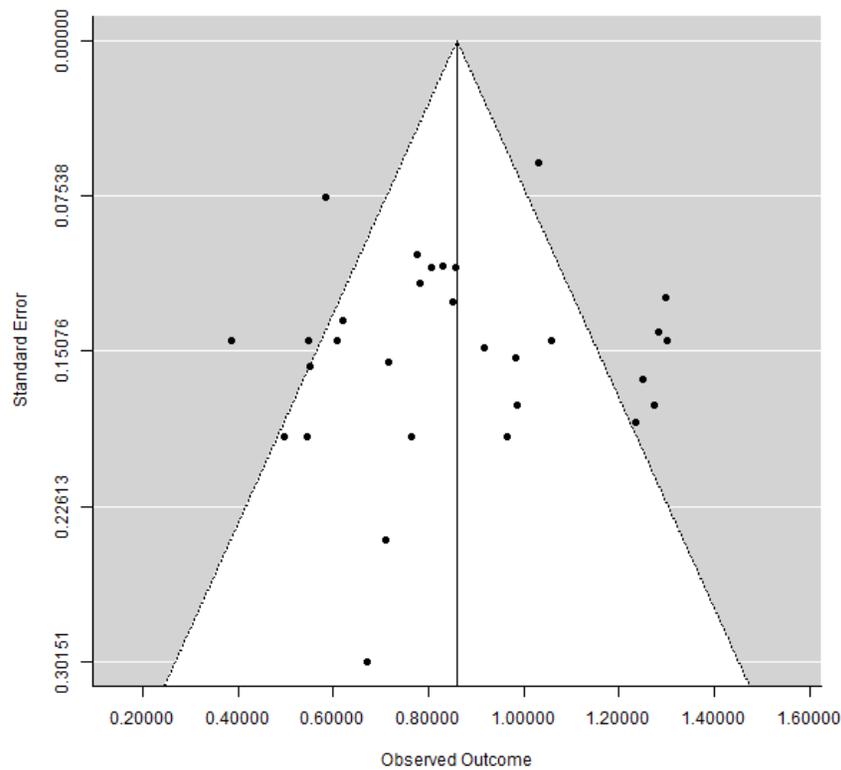


Figure 2. Funnel Plot

Job discipline must be owned by every employee in an organization, and it is a widespread culture among employees. This is a reference for achieving sustainable common goals. By ensuring compliance with applicable regulations, responsibility will grow for every employee in the office environment. The implementation of discipline based on awareness and conviction will create a harmonious relationship between desire and reality. To create these harmonious conditions, harmony must first be realized in the work environment that supports the fulfillment of employee rights and obligations. This can have an impact on the loyalty and obedience of a person or group to regulations, both in the office environment and on an individual employee's internal awareness. This obedience will be reflected in the form of behavior and actions. This proves that employee discipline in administrative and records divisions have an influence on performance. According to Mangkunegara and Octorent (2015), job discipline can be measured by the following indicators: 1) On time coming to work; 2) On time going home; 3) Compliance with applicable regulations

CONCLUSION

This study shows that there is a significant influence of job discipline on the performance of public and private employees who are in charge of administrative and archival work. The job discipline shown by employees at public and private employers can improve performance. This is because every employee who understands the discipline and rules that accompany it can be more careful to increase high-performance productivity, which will lead to increased performance. Therefore, the company is expected to be able to pay attention to every rule in the administration and archives that can support performance. Employees who have high work commitment will also have high performance. In addition to job satisfaction and work commitment, things that can improve performance are job discipline and job discipline will put pressure on employees to enforce the rules, but the formation of this discipline will increase the performance of employees in the company. By sorting out the data on private employees and public employees who are in the administration and archive work section, it is found that private employees are more affected by stronger job discipline compared to government employees. In this way, the company's management structure, which oversees the administration and archives division, is better able to create job discipline to improve performance compared to administrative and archive job discipline rules established by government offices.

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