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EVALUATION OF CONTROLLING AND SATISFACTION PROGRAMS TOWARD THE WORK DISCIPLINE OF EMPLOYEES AT LANCANG KUNING UNIVERSITY

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ABSTRACT: Controlling is the most important element of ndividual development in a company, because Controlling is the driving force for subordinates or employees to act accordingly to applicable regulations. Work discipline is known to be the key to success that often gets violated, consciously or unconsciously. The research objective was to determine the effect of Controlling and job satisfaction on the work discipline of employees at the LancangKuning University Pekanbaru. Based on the results of the discussion of SPSS (Statistical Product and Service Solution) Software version 17, it indicated the success of employee working in accordance with company procedures, an average of 3.8 was obtained, the determination of work standards obtained an average of 4.1, the accuracy in Controlling was obtained on average of 4.1 and the average of job measurement was 4.0. Meanwhile, the results of multiple linear regression based on SPSS processed data obtained a job satisfaction coefficient of 0.145, meaning that if job satisfaction is increased by 1 unit while Controlling is constant (constant), then work discipline will increase or by 0.145 units.
Keywords: Controlling, work discipline, employees, linear regression

I.   INTRODUCTION

To improve the work discipline of employees, a leader must take management steps so that company goals can be achieved. One of these steps is to supervise employee's work performance.Controlling is the most important element in the company's individual development, because Controlling is the driving force for subordinates or employees to act according to what has been planned in applicable regulations. Work discipline is very important and considered as the key to success that often likes to be violated, consciously or unconsciously. Besides, it can be the cause of problems if the provisions are not followed (MukhlisdanPalidito. 2013). Therefore, the company's leadership needs to manage existing human resources optimally, including the implementation of effective Controlling, so that the discipline and working methods of employees can be examined. Effective Controlling can support the achievement of maximum work discipline for each employee. Employees are one of the most important assets for every company, because the goals that the company aims to achieve cannot be separated from the employees (NovrianiNasution, 2015). The success and failure of a company can be observed from the skills and expertise possessed by every employee who works in the company. One of the things that concern the company about its employees is work discipline. Work discipline greatly affects the activities carried out by employees. Discipline can reflect an employee's sense of responsibility for the tasks assigned to him and will create employees who have quality and create good performance (Puspitawati, 2013).LancangKuning University was founded in 1982 by the Raja Ali Haji Foundation with 9 undergraduate faculties and 2 postgraduate programs. In the field of education, Unilak carries out several activities, for example administrative activities, teaching and learning activities, laboratories, language centers, student activity units, research institutions and community service. Administration and learning activities carried out by Unilak employees involve 493 people. The research objective was to determine

the effect of Controlling and job satisfaction on the work discipline of employees at the LancangKuning University Pekanbaru(AbrarTanjung, 2020).

II.   LITERATURE REVIEW

Human resource is considered as an asset in an organization or company and has a valuable role in achieving organizational goals. Good human resource management will produce resources that have a good level of skills. Implementing these skills do not escape the problems it faces either physically or psychologically. It will affect the process of achieving company goals. Sutrisnoargues that human resource management is planning, organizing, directing, and monitoring of procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieving the goals of an integrated company organization*(*Edy Sutrisno,2015). Meanwhile, Marwansyahdefines that human resource management is the utilization of human resources within the organization, carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health and industrial relations. Human resources are an important asset and play an important role in the company (Marwansyah, 2016).Management is interpreted by different experts such as: James A.F. Stoner suggests that management is a process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve established organizational goals(Handoko, 2013). Meanwhile Hasibuan argues that management is the science and art of regulating the process of using human resources and other sources effectively and efficiently to achieve certain goals. Management is a tool to achieve the desired goals. Good management will facilitate the realization of the goals of agencies, employees and society. With management, the usability and usability of management elements can be improved. Management is planning, organizing, leading and monitoring activities carried out by two or more people to manage organizational resources. Besides, Hasibuan also stated that human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of company, employee and community goals(Hasibuan,2014). Based on the theory above, the writer comes to the understanding that human resource management is a part of management science that focuses on the role of human resources in organizational activities to achieve the goals set by the organization.

2.1 Definition of Discipline

According to KamusBesarBahasa Indonesia (KBBI—The Great Indonesian Dictionary), discipline is obedience (compliance) to regulations. According to Rivai&Sagala, work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness as well as a person's willingness to obey all the rules and social norms in a company (Rivai, 2013). In line with Riva&Sagalain Sintaasih&Wiratama, work discipline is a management action to encourage awareness and willingness of its members to comply with all regulations and social norms that have been established by the organization or company. Hasibuanargues that work discipline is the desire and awareness to obey company regulations and social norms (Hasibuan, 2014).

2.1.1 Purpose of Work Discipline

An organization sets every rule to be obeyed by every employee, because these rules have various purposes. Employees who comply with regulations are disciplined. Rivai&Sagala, states that the purpose of discipline is for employees to comply with all labor regulations and policies as well as applicable company regulations and policies, both written and unwritten and carrying out management orders, to be able to perform their tasks as well as possible(Rivai, 2013). In addition, being able to provide maximum service to certain parties with an interest in the organization, to use and maintain the company's goods and services (Vera Oktarina, 2013).

2.1.2 Indicators of Work Discipline

Without good discipline, it is difficult for organizations to achieve optimal results (WidyaAgustina, 2014). The success or failure of employee discipline is influenced by several factors, as follows:
1. The frequency of attendance is one measure to determine the level of employee discipline. Ifthe employee has higherfrequency of attendance or lower level of absenteeism, the employee has high work discipline.
2. Employees who are always full of calculation and thoroughness in carrying out their work have a high level of awareness of themselves and their jobs.
3. Employees in carrying out their work are required to comply with all established work standards in accordance with work rules and guidelines so that work accidents do not occur or can be avoided.
4. Adherence to these work regulations is intended for the sake of comfort and smoothness of work.

5. Work ethics are needed by every employee in carrying out work in order to create an atmosphere of harmony and mutual respect among fellow employees.

2.1.3 Control

Control, as one of the management functions in achieving goals, plays a very important role because monitoring can prevent the possibility of irregularities, so that efforts to make improvements or corrections can be carried out immediately. Robert J. Mockler(in Handoko) argues that Controlling is a systematic effort to set implementation standards with planning objectives, design a feedback information system, compare real activities with predetermined standards, determine and measure deviations, and take necessary corrective actions to ensure that company resources are used in the most effective and efficient manner in achieving company goals. Meanwhile, Earl P. Strong in Hasibuan argues that Controlling is the process of regulating the various factors in an enterprise according to the requirement of its plans. This opinion states that Controlling is the process of regulating various factors in a company, so that the implementation is in accordance with the provisions in the plan (Hasibuan, 2014). The success of an organization or company in achieving the goals is very dependent on the people in the environment. One of the management functions so that the company runs effectively and efficiently is the controlling function. The effort taken to achieve this goal is to supervise the work performed by employees. A leader must supervise subordinates in doing work in order to maintain and improve employee performance.

2.1.4 Definition of Job Satisfaction

According to Sutrisno, job satisfaction is an issue that is quite interesting and important, because it has proven to be of great benefit to the interests of individuals, industry and society (Handoko, 2013). For individuals, research on the causes and sources of job satisfaction allows efforts to improve their happiness in life. For industries, it is expected to increase production and the effect of costs through improving employees' attitude and behavior. Furthermore, society will enjoy the result of maximum capacity from the industry and the increase in human value in the work context Richard, Robert and Gordon emphasize that job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or education opportunities, Controlling, co-workers, workload and others. He added that job satisfaction is related to a person's attitude about work, and there are several practical reasons that make job satisfaction an important concept for leaders. Research shows satisfied workers are more likely to stay with the organization (Richard L, 2013).

Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and helps reduce the workload and stress levels of members in the organization (Iskandar, 2018). Dissatisfied workers tend to be resistant in relation to leadership and engage in a variety of counterproductive behaviors. Bangun, states that an employee can feel his job is fun or not fun to do, quoted Wexley and Yukl's opinion as saying that job satisfaction is a generalization of attitudes towards their work. The various attitudes of a person towards his work reflect pleasant experiences and unpleasant experiences in his work. Therefore, they reflect his experiences and expectations of future experiences. The job gives satisfaction to the stakeholders. On the contrary, dissatisfaction will be obtained if a job is not pleasant to do. Job satisfaction according to Dadangis a pleasant or unpleasant emotional state towards work, job satisfaction reflects a person's feelings towards their job (Dadang Hermawan, 2013). Sutrisno, suggests that job satisfaction is a pleasant or unpleasant emotional state for employees to view their work (Edy Sutrisno,2014). According to Siagianjob satisfaction is a person's perspective, both positive and negative about their work.

III. RESEARCH METHODOLOGY

3.1 Population and Sample

1. Population

Population according to Sugiyonois a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by the researcher to study and draw conclusions (Sugiyono, 2014). The population in this study included all employees of the LancangKuning University in Pekanbaru, totaling 439 people.

2. Sample

The sample is part of the number and characteristics possessed by the population, and all of them are sampled so that the sampling technique is carried out by the census method. Researchers took census data because in previous studies according to Arikunto in Mukhlish and Podilito it was suggested that sampling should be done in such a way that samples were obtained that actually functioned as samples (Mukhlis, 2013). The subjects of the sampling were 90 employees of the LancangKuning University consisting of 60 education staff and 30 teaching staff.

3. Data Collection Technique

a. Observation; a technique of collecting data by making direct observations of an object in a certain period and making systematic records of certain things that are observed.
b. Questionnaire; is data collection technique by providing a list of questions to respondents that have previously been compiled and then given directly in the hope that the respondent will respond to the questions in the questionnaire.
c. Documentation; Data collection is done by asking the company about secondary data in the form of the number of employees, average incentives, and other reports relevant to the research.

4. Research Variables and Variable Operational Definition

As for the variables of this research are the dependent variable: Discipline (Y), and independent variable: Controlling (X1) and Job Satisfaction (X2).

5. Data Analysis Method
a. Descriptive Statistical Analysis

Descriptive statistical analysis in a study is basically a process of transforming research data in tabulated form so that it is easy to understand and interpret. Tabulations present summaries, arrangements of data in numeric tables and graphs. Descriptive statistics are generally used by researchers to provide information about the characteristics of the main research variables and demographic data of respondents. Descriptive statistical analysis used in this research is to use a frequency distribution table that shows the minimum value, maximum value, average value (mean) and standard deviation which aims to provide an overview or description of the research variables consisting of work discipline, work environment, organizational culture and employee performance.

b. Data Quality Test
1. Validity Test

Validity shows the accuracy of measuring instrument in performing its measuring function or a measurement scale is called valid if it does what it should be done and measures what should be measured. It aims to determine the accuracy and reliability of the questionnaire which means that the questionnaire is valid. The validity test in this study was conducted using SPSS (Statistical Product and Service Solution) version 17. The validity test was carried out to determine whether a measuring instrument has performed its measuring function. A questionnaire is said to be valid if it meets the following criteria:
1. Result of r count> r table
2. Significance value (p) <0.05

2. Reliability Test

The most common way of measuring reliability is to use the alpha coefficient. The alpha coefficient can be measured using the Cronbach Alpha statistical test. A variable is said to be reliable if it provides a Cronbach Alpha value> 0.6. Reliability test was also carried out with the help of Statistical Product and Service Solution software for Windows version 17.

c. Classic Assumption Test
1) Data Normality Test

The normality test aims to assess the distribution of data in a group of data or variable, whether it is normally distributed or not. Normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. The t and F tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test will be invalid for a small sample size.

2) Multicollinearity Test

A good regression model should not have a correlation between the independent variables. To detect multicollinearity, you can see the tolerance value and Variance Inflation Factor (VIF). If there are no independent variables that have a torelance value of less than 0.10 or a VIF of more than 10, then there is no multicollinearity between the independent variables in the regression model. On the contrary, if there is an independent variable that has a tolerance value less than 0.10 or a VIF of more than 10, there will be a multicollinearity disorder in the study.

3) Heteroscedasticity Test

The heteroscedaticity test aims to find out whether in the regression model there is an inequality of variants from the residuals of one observation to another, if the variance from the residuals from one observation to another is constant, it is called homoscedaticity. If the p-value in the t test results has a small regression

coefficient of the value of 0.05, the residual value occurs as a symptom of heteroscedaticity. Meanwhile, if the p-value in the t test results, has a regression coefficient greater than the value of 0.05, heteroscedaticity symptoms do not occur in the residual value.

d. Hypothesis Testing

To investigate the hypothesis in this study, the writer used multiple linear analysis to determine the effect of two or more independent variables with one dependent variable. The calculation of multiple linear regression analysis in this study was tested using SPSS (Statistical Product and Service Solution) software version 17. The hypothesis testing used the t test. The t test is used to determine whether the independent variable partially affects the dependent variable, the test criteria for the t test are:

a. H0 is accepted if t table <t count <t table

b. H0 is rejected if t arithmetic <t table or arithmetic> t table

This study has five hypotheses that were tested using multiple linear regression analysis, namely as follows:

1. The First Hypothesis (H1)of this research is that it is suspected that the effect of Controlling on work discipline, the research hypothesis to be tested is:

H0: Controlling has no effect on work discipline.

H1: Controllinghas an effect on work discipline.

2. The Second Hypothesis (H2)of this study is that it is suspected that the effect of job satisfaction on work discipline, the research hypothesis to be tested is:

H0: Job Satisfaction has no effect on Work Discipline.

H1: Job Satisfaction has an effect on Work Discipline.

Description:

Y: the dependent variable (Work Discipline)

a: regression equation constant

b1-b2: coefficient

e: Error Variable

X1: independent variable (Controlling)

X2: the independent variable (Job Satisfaction)

e. Determination Test (R2)

The coefficient of determination is to identify how much the independent variables are able to provide an explanation of the independent variables together. The coefficient of determination (CD) is used to test the goodness-fit of the regression model. The higher R2 value explains that the independent variable has a better ability to explain the dependent variable. The smaller the R2 value means the less ability of the independent variables to explain the dependent variable. The things that need to be considered regarding the coefficient of determination are as follows:

a. R2 value must be in the range of 0 to 1.

b. If R2 = 1 means that there is a perfect match between the independent variables explaining the dependent variable.

If R2 = 0 it means that there is no relationship at all between the independent variable and the dependent variable

IV.   RESULTS AND DISCUSSION

4.1 Characteristics of Respondents

Data processing regarding the respondent's profile is intended to describe the general description of the respondents in terms of gender, education and work experience. From a number of respondents as many as 90 people through a questionnaire obtained the following results:

4.1.1 Respondents by Gender

Based on gender, it shows that male respondents are more dominant than female respondents. The composition of men is 70%, while women are only 30%.

4.1.2 Respondents Based on Education

Based on the education level, the majority of respondents have a high school education of 27.8%, the rest with a Diploma (20%), Bachelor (38.9%), and Master's degree (13.3%).

4.1.3 Respondents Based on Work Experience

Based on the work experience, the most dominant respondents with a work period of 5 years amount to 24.4%, 10 years at 45.6%, a work period of more than 10 years by 30%. This shows that the majority of respondents have adequate work experience. However, there are still many respondents who have low experience.

4.2 Validity and Reliability

The validity test used t test for the simple correlation coefficient (Pearson) between the scores on each item and the total score of these items. An item is declared valid if the significance level of the Pearson correlation coefficient is ≤ 0.03. Meanwhile, the reliability test of the instrument is intended to determine whether the questionnaire is truly consistent if it is used to measure the same thing over and over again. Testing of the reliability of the questionnaire was carried out using the Cronbach Alpha Coefficient based on variance prices. A questionnaire is declared reliable if the value of the Cronbach Alpha Coefficient is> 0.6. The amount of corrected product moment correlation for each question item is greater than 0.3 which means significant. It can be concluded that the question items in the Controlling Variable (X1) questionnaire are valid. The results of the calculation of Cronbach's Alpha reliability coefficient are also known to have a value of 0.908, while the limit value (critical value) is 0.70. The variable questionnaire is reliable and feasible to use. The Job Satisfaction Questionnaire (X2) is Valid. The results of the calculation of Cronbach's Alpha reliability coefficient are also known to have a value of 0.751, while the limit value (critical value) is 0.60. It can be concluded that the Job Satisfaction questionnaire is reliable and feasible to use. The amount of the corrected product moment correlation for each question item is greater than 0.3 which means significant, the Work Discipline variable questionnaire (Y) is valid. The results of the calculation of Cronbach's Alpha reliability coefficient are also known to have a value of 0.897, while the limit value (critical value) is 0.65, the Work Discipline variable questionnaire is reliable and worthy of use.

4.3 Variable Description
a. Controlling (X1)

Based on the result of questionnaire about the achievemet of Controllingwithan indicator of employees working in accordance with company procedures, an average of 3.8 was obtained, the determination of work standards obtained an average of 4.1, accuracy in Controlling obtained an average of 4.1 and job measurement obtained an average of 4.0.

b. Job satisfaction

Based on the result of questionnaire of job satisfaction on the indicator of task routineshowed an average of 4.5, the average salary / wages given by the company is 4.1, promotion of employee positions obtained average of 4.6 and co-workers' support towards one another, obtained an average of 4.4

c. Work Discipline

Based on the results of the questionnaire responses to work discipline with indicators of compliance with regulations, the average score is 4.2, the frequency of attendance is an average of 3.9, adherence to work standards is an average of 4.4 and the level of vigilance is an average of 4.3

4.4 Classic Assumption Test
4.4.1 Normality of Data

The normal plot graph in Figure 1 shows the surrounding dots are in a straight transverse line. Thus it can be concluded that the residual value follows a normal distribution. In addition, it can also be proven by the Kolmogorov-Smirnov statistical test where the overall value of the asym variable is Sig. (2-tailed)> 0.05. Thus, all data fulfills the assumption of normality. The data analyzed must have a normal distribution (symmetrical), the normality of the data can be tested using a non-parametric statistical approach. The residual normality test can be seen from the normal P-P plot graph in Figure 1.
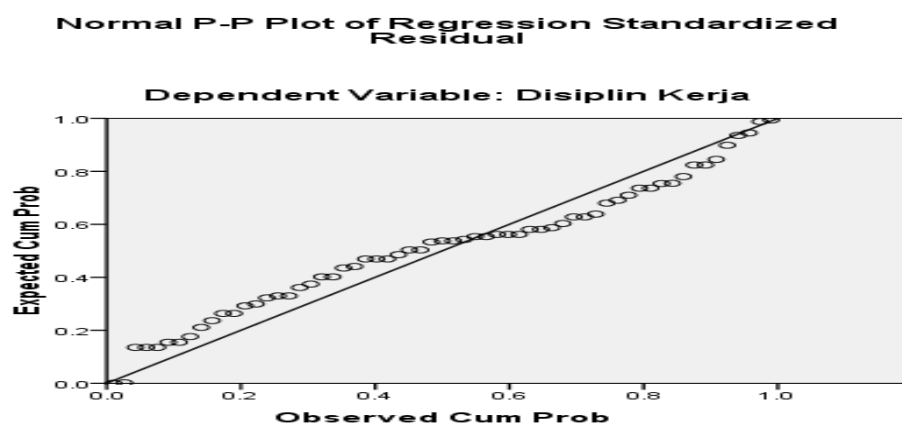
Figure 1 Residual Normality Testing

4.4.2 Multicolearity Test

A good regression model should not have a correlation between the independent variables. Multicollearity can be tested through a tolerance value with a Variance Inflation Factor (VIF). Tolerance limit a = 5%, if VIF <10 then the model does not have multicolearity. The test results for all variables show that the VIF number <10, meaning that all variables are free from the multicollinearity element.

4.4.3 Heteroscedasticity Test

Tests were carried out to determine whether there were deviations from the classic assumption of heteroscedasticity, namely the inequality of variants of the residuals for all observations in the regression model. Testing the presence or absence of heteroscedasticity in each independent variable using the Scatterplot graph in Figure 2 shows that there is no clear pattern and points that spread above and below the number on the Y axis. So it can be concluded that the instruments used in all variables are free from heteroscedasticity and fit for use.
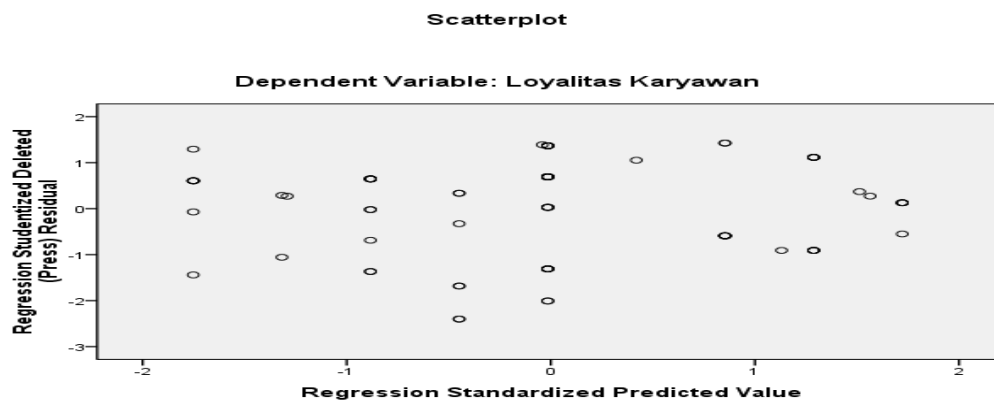

Figure 2 Heteroscedasticity Testing

4.5 Hypothesis Testing

The results of data descriptions from the average scores of respondents' answers cannot be used as a basis for drawing conclusions about the effect of discipline and motivation on employee loyalty. The amount of Adjusted R. Square is 0.472. This means that 47.2% of the Work Discipline variable (Y) can be explained by the Controlling variable (X1) and Job Satisfaction (X2). While the remaining 52.8% is explained by other variables outside this research model.

4.5.1 Multiple Regression

The results of multiple linear regression based on SPSS processed data obtained a direct relationship of each variable by looking at the Standardized Coefficients value of 0.690 and 0.128 obtained a constant value of 3.302, meaning that if Controlling and job satisfaction are constant (fixed), work discipline is 3.302 units. , The coefficient of Controlling (b1) is 0.675, meaning that if Controlling is increased by 1 unit while job satisfaction is constant (constant), then work discipline will increase or equal to 0.675 units. Thus Controlling has a positive effect on work discipline, the coefficient of job satisfaction (b2) is 0.145, meaning that if job satisfaction is increased by 1 unit while Controlling is in a constant state (constant), then work discipline will increase or by 0.145 units. Thus it can be said that job satisfaction has a positive effect on work discipline. The dominant variable that affects work discipline is Controlling with a contribution of 67.5%.

V.   CONCLUSIONS AND SUGGESTIONS.

The effect of Controlling and Job Satisfaction simultaneouslyonControllingsuccess with indicators of employees working in accordance with company procedures obtained an average of 3.8, the determination of work standards obtained an average of 4.1, accuracy in Controllingobtained on average of 4.1 and the average job measurement was 4.0.The results of multiple linear regression based on SPSS processed data obtained a direct relationship of each variable by looking at the Standardized Coefficients value of 0.690 and 0.128. It obtained a constant value of 3.302, meaning that if Controlling and job satisfaction are constant (fixed) then work discipline is valuable. 3,302 units, the coefficient of Controlling (b1) is 0.675, meaning that if Controlling is increased by 1 unit while job satisfaction is Constant (constant), then work discipline will increase or equal to 0.675 units. Thus Controlling has a positive effect on work discipline, the coefficient of job satisfaction (b2) is 0.145, meaning that if job satisfaction is increased by 1 unit while Controlling is in a constant state, work discipline will increase or by 0.145 units. Thus it can be concluded that job satisfaction has a positive effect on work discipline. The dominant variable that affects work discipline is Controlling with a contribution of 67.5%.

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