



Enhancing Workplace Discipline for Improving Employee Productivity at PT Sumber Bintang Rezeki Bawen

Gaudensia Viani Lurni¹, Dyah Palupiningtyas^{2*}

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia (STIEPARI), Semarang, Indonesia^{1, 2}

Corresponding Email: upik.palupi3@gmail.com*

Received: 10-02-2024 Reviewed: 20-02-2024 Accepted: 15-03-2024

Abstract

Human resources play a crucial role in shaping and developing companies, being a vital element for organizational sustainability. The success of a company heavily relies on the presence of talented and outstanding workforce capable of proactively adapting to the dynamics of globalization era. Every individual in the organization has the potential to influence the achievement of organizational goals, and in an increasingly competitive environment, employees must be diligent in their efforts. Quality human resources can be measured through their level of productivity, which is reflected in their ability to efficiently complete tasks and achieve set goals. Efforts to achieve company goals and targets become more easily attainable, and company growth is assured when employees have high levels of productivity. High work productivity helps companies enhance their growth, while less productive employees become impediments to achieving company targets. The company's focus on profitability and meeting the best consumer needs underscores the importance of sustainable work productivity. Employee work productivity becomes crucial as it contributes to the sustainable provision of quality products, thereby enabling the company's profit targets to be achieved. Work productivity, which is a comparison between the results achieved and the resources used, indirectly affects the company's profit achievement. Factors such as employee discipline also influence the level of work productivity, emphasizing the importance of effective human resource management in achieving organizational goals.

Keywords: human resource management, discipline, productivity, employee, organization, business management, economic development

Introduction

Human resources play a crucial role in the formation and development of a company, becoming a vital element for organizational continuity. A company's success depends on the presence of a talented and superior workforce who can proactively adapt to the dynamics of

Enhancing Workplace Discipline for Improving Employee Productivity at PT Sumber Bintang Rezeki Bawen

the globalization era. All individuals in an organization have the potential to influence the achievement of organizational goals, and in an era of increasing competition, employees must be persistent in their efforts (Yulianto et al., 2021). Quality human resources can be measured through their level of productivity, which is reflected in their ability to complete tasks efficiently and achieve set goals (Aryaningtyas & Palupiningtyas, 2017).

Efforts to achieve company goals and targets become more straightforward to implement, and company growth is guaranteed when employees have a high level of productivity. High work productivity helps companies increase their growth, while less productive employees hinder achieving company targets (Palupiningtyas & Yulianto, 2018). The company's focus on earning profits and meeting consumer needs best emphasizes the importance of sustainable work productivity (Palupiningtyas et al., 2020). Employee work productivity is crucial because it contributes to providing quality products on an ongoing basis to achieve the company's profit targets. Work productivity, a comparison between the results achieved and the resources used, indirectly influences the company's profit achievement. Employee discipline also influences work productivity, emphasizing the importance of effective human resource management in achieving organizational goals (Palupiningtyas & Aryaningtyas, 2022).

Other research that is in line with these findings was conducted by (Nurrasyidah et al., 2023), Which evaluates the level of employee discipline at the Sukabumi Regency Trade, Cooperatives, Small and Medium Enterprises Service. The results of the research show that although the general level of discipline is quite good, there are still several indicators that need to be improved. Obstacles to improving employee discipline include high levels of absenteeism, a lack of superior involvement in monitoring discipline, and a lack of effective supervision. Improvement efforts that have been made include giving warning sanctions to employees who are not disciplined and coaching superiors to increase supervision of employees. Referring to these findings, the author is interested in conducting research focusing on efforts to increase work discipline to increase employee productivity at PT Sumber Bintang Rezeki Bawen.

Literature Review

Human Resource Management

Human Resource Management (HRM) is a discipline responsible for managing aspects related to human resources in an organization. It includes planning, recruiting, selection, training, development, rewards, motivation, performance evaluation, and management of relationships between management and employees (Maria et al., 2022). HRM ensures that organizations have a qualified, skilled and motivated workforce to achieve organizational goals effectively and efficiently. Apart from that, HRM is also tasked with creating a healthy, productive and sustainable work environment and ensuring compliance with laws and regulations relating to employment. Thus, HRM plays an important role in a company's overall strategy and operations to achieve competitive advantage and long-term success (Nugraheni, 2012).

In practice, Human Resource Management involves a series of activities that include recruitment and selection of employees by organizational needs, development of training and development programs to improve employee skills and knowledge, performance management to evaluate and motivate employees, and compensation and reward management to ensure recognition. Worthy of employee contributions (Octafian & Nugraheni, 2020). Apart from that, HRM also includes conflict management, problem resolution, and facilitating communication between management and employees. With a holistic approach, Human Resources Management plays a role in building an inclusive, innovative, and employee-oriented organizational culture, supporting the company's long-term success in facing the challenges of ever-changing markets and increasingly fierce global competition (Guritno & Nugraheni, 2023).

Furthermore, Human Resource Management also involves strategic planning for future human resource needs, including developing long-term recruitment strategies, identifying internal talent, and succession planning to ensure continuity of leadership (Nugraheni, 2020). Apart from that, HRM is also responsible for ensuring company compliance with applicable labor regulations and maintaining good relations with trade unions or labor organizations. By proactively engaging in all aspects related to employees, Human Resources Management plays a vital role in ensuring alignment between organizational goals and the needs and interests of individual employees, thereby creating a productive, inclusive, and sustainable work environment for all parties involved (Nugraheni et al., 2020).

Discipline

Discipline in human resource management refers to obedience and behavior by the rules, policies, and norms that apply within the organization. Discipline is essential to maintaining order, productivity, and employee performance (Khaleeq, 2024). Discipline management involves consistent application of rules and procedures, as well as providing sanctions or corrective action for violations that occur (Nugraheni et al., 2016). This includes monitoring attendance, enforcing working hours, handling unscheduled absences, and handling ethical violations or inappropriate behavior. Discipline management is essential to ensure that each organization member acts by established standards, thereby creating a professional, efficient, and orderly work environment .

Continuing with discipline management, it is important to understand that the approach applied must be fair and consistent for all employees. This includes providing warnings, sanctions or corrective action that is proportional to the violations committed. Additionally, discipline management also involves efforts to understand the root causes of violations or non-compliance, and then taking steps to prevent them from occurring in the future through training, clear communication, and providing necessary support to employees (Octafian & Nugraheni, 2020). With the right approach to discipline management, organizations can build a work culture that values obedience, responsibility and integrity, which in turn supports the effective and sustainable achievement of organizational goals (Octafian & Rahayu, 2022).

The factors influencing employee discipline vary greatly depending on the organizational and individual context. Effective leadership is crucial in establishing a work culture that values

Enhancing Workplace Discipline for Improving Employee Productivity at PT Sumber Bintang Rezeki Bawen

discipline, with managers leading by example and consistently enforcing rules. Clear communication about organizational expectations, policies, and procedures is essential to avoid confusion and misunderstandings (Octafian et al., 2022). Rewards and recognition for good performance and high discipline can incentivize employees. Upholding fairness in enforcing disciplinary rules ensures that employees are treated fairly. Practical training on the importance of discipline also helps improve employee understanding (Nugraheni et al., 2020). A supportive work environment, including a positive work culture and social support from coworkers, also influences employee discipline (Octafian & Istiqomah, 2021). By paying attention to and managing these factors well, organizations can create a work environment that supports high discipline, ultimately increasing the company's productivity and long-term success.

Research Method

This research uses a qualitative approach based on the philosophy of postpositivism to explore efforts to improve work discipline in increasing employee productivity at PT Sumber Bintang Rezeki Bawen. This research design adopts a phenomenological approach, with no hypotheses or conjectures used in the analysis. The research will start in 2023 at PT Sumber Bintang Rezeki Bawen. The sampling technique used purposive sampling, with key informants being PT Sumber Bintang Rezeki Bawen employees. Primary data was obtained through interviews and direct observation of efforts to improve work discipline.

Meanwhile, secondary data was obtained from articles, news and relevant literature. The data collection techniques used include observation, interviews and documentation, all of which aim to gain an in-depth understanding of the context and efforts to improve work discipline at PT Sumber Bintang Rezeki Bawen. The sample used a random sampling technique with a total sample of 37 employees.

To analyze the results of interviews and observations, researchers used QDA Miner software. QDA Miner is a qualitative analysis software that allows researchers to organize, analyze, and understand qualitative data more efficiently (Octafian & Istiqomah, 2021). This software provides various features, including importing data from various sources, creating categories or themes, identifying patterns or trends, and visualizing analysis results (Pranata & Sinaga, 2023). Using QDA Miner, researchers can easily explore and understand various aspects that emerge from interviews and observations, thereby gaining a deeper understanding of efforts to improve work discipline at PT Sumber Bintang Rezeki Bawen.

Result/Findings

Coding Frequency

Table 1. *Coding Frequency*

Category	Code	Count	%Codes	Case	%Case
----------	------	-------	--------	------	-------

Discipline Factors	Effective Leadership	70	16,30%	30	32,00%
Discipline Factors	Clear Communication	50	11,60%	20	19,00%
Discipline Factors	Recognition and Awards	80	18,60%	27	37,00%
Discipline Factors	Upholding Justice	70	16,30%	11	11,00%
Discipline Factors	Training and development	80	18,60%	11	11,00%
Discipline Factors	Supportive Work Environment	80	18,60%	21	20,00%

In the coding frequency analysis, it can be seen that there are six discipline factors identified from the interview results, and each factor has details about how often it appears in each interview. The words “Effective Leadership” appeared 70 times, or about 16.30% of the total codes, in 30 of the 37 interviews. This shows that effective leadership is a topic frequently discussed by respondents, which reflects the importance of the role of leadership in the context of workplace discipline. Clear Communication appeared 50 times, or about 11.60% of the total codes, in 20 of the 37 interviews. This shows that clear communication is also a significant factor in workplace discipline. Recognition and Rewards appeared 80 times, or approximately 18.60% of the total codes, in 27 37 interviews. This shows that recognition and appreciation for good performance is an important aspect that respondents often discuss. Justice Enforcement appeared 70 times, or about 16.30% of the total codes, in 11 of the 37 interviews. Although not as frequently discussed as other factors, fairness remains a concern in the context of workplace discipline. The words “Training and Development” and “Supportive Work Environment” appeared 80 times, or about 18.60% of the total codes, in 11 and 21 of the 37 interviews, respectively. This shows that training and development and a supportive work environment are also significant factors influencing employee discipline. This analysis provides an overview of the frequency of each discipline factor in interviews and its relevance in workplace discipline.

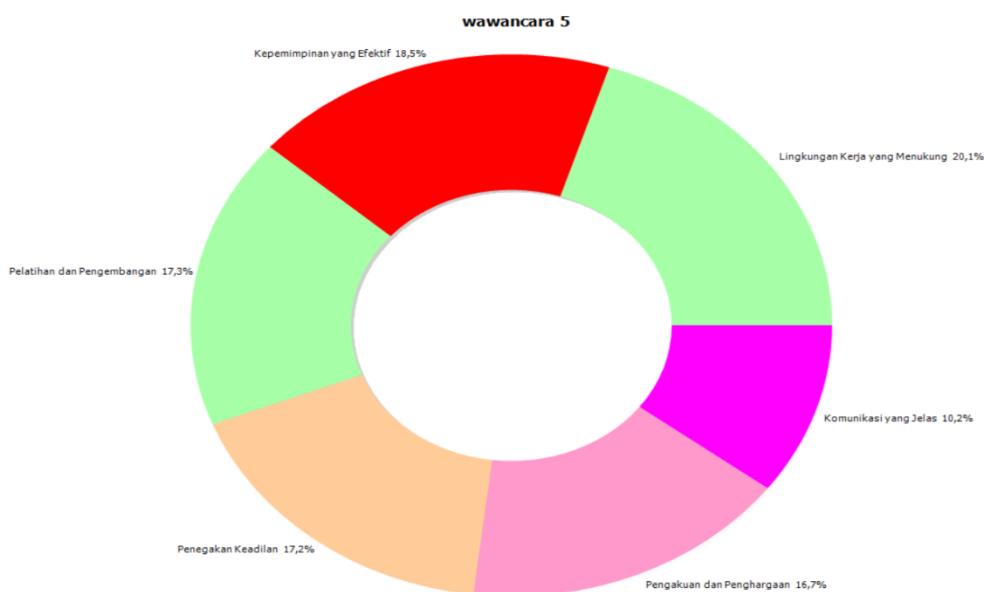


Figure 1. Frequency of Word Appearance

Discussion

Effective Leadership appeared 70 times, or about 16.30% of the total codes, in 30 of the 100 interviews. This shows that effective leadership is a topic frequently discussed by respondents, which reflects the importance of the role of leadership in the context of workplace discipline. This is also supported by research (Bennis & Townsend, 1989) suggests that effective leadership involves the ability to inspire and motivate others, having a clear vision, and the ability to guide a team towards achieving desired goals (Drucker, 2020) Suggests that effective leadership involves the ability to inspire and motivate others, have a clear vision, and the ability to guide a team toward achieving desired goals (Maxwell, 1986) Effective leadership is not only about managing other people but also about the ability to influence them positively. According to him, an effective leader must be a good example, have good communication skills, and motivate others to achieve their best potential (Sumarni et al., 2023).

Clear Communication appeared 50 times, or about 11.60% of the total codes, in 20 of the 100 interviews. This shows that clear Communication is also a significant factor in workplace discipline. This is also supported by research (Carnegie, 2023) This highlights the importance of clear communication in building strong relationships between managers and employees. According to him, when superiors can convey expectations and feedback clearly and politely, employees feel more involved and motivated to comply with established rules and procedures (Hyatt et al., 2019) emphasized that clear communication is the key to creating an open and transparent work culture. By openly communicating about company rules, expectations, and policies, management can create an environment where employees feel heard and understood, which ultimately helps in maintaining discipline (Anwar & Abrar, 2023).

Recognition and Awards appeared 80 times, or about 18.60% of the total codes, in 27,100 interviews. This shows that recognition and appreciation for good performance are important aspects that respondents often discuss. This is also supported by research (McGregor, 1960) He put forward the concept of "Theory Y", in which he believed that individuals naturally want to make meaningful contributions in the workplace and achieve satisfaction from accomplishments. In the context of discipline, recognition for efforts and good performance can strengthen employees' beliefs that they are valued and have an essential role in the organization (Blanchard, 2003) Emphasizes the importance of recognition in creating a positive work culture. According to him, consistently giving recognition can build strong relationships between superiors and subordinates and increase employee commitment and loyalty to the organization (Pink, 2011) This highlights that recognition is not just about providing material rewards but also about appreciation for individual contributions and achievements. In the context of discipline, recognition of the efforts made can be a vital motivating factor to maintain a high level of discipline (Kurniawati et al., 2023).

Justice Enforcement appeared 70 times, or about 16.30% of the total codes, in 11 of 100 interviews. Although less frequently discussed than other factors, fairness remains a concern in the context of workplace discipline. This is also supported by research (Simon, 2013) Suggests that an effective organization can create a fair and transparent decision-making

system. Upholding fairness in decision-making regarding discipline ensures that each individual has an equal opportunity to hear and present their arguments and receive decisions based on fair and objective factors (Follett, 2011) Emphasizes the importance of overcoming conflict through upholding justice and collaboration. In the context of discipline, enforcing justice allows management to handle problems fairly and transparently, thereby reducing the potential for conflict between superiors and subordinates and increasing trust and compliance with rules (Weber & Weber-Schäfer, 1984) Introduced the concept of legal-rational authority, where decisions and actions are based on objectively established rules and procedures. In discipline, upholding justice ensures that the authority used to enforce rules is based on fair principles and applies to all individuals without (Januario et al., 2024).

Training and Development and Supportive Work Environment appeared 80 times, or about 18.60% of the total codes, in 11 and 21 100 interviews, respectively. This shows that training and development and a supportive work environment are also significant factors influencing employee discipline. This is also supported by research (Taylor, 1914) Emphasizes organizing an optimal work environment to increase productivity and discipline. According to him, a neat, orderly, and safe work environment can help reduce distractions and increase employee focus on their tasks, increasing discipline levels (Mayo, 2014) Highlights the importance of social factors in shaping employee behavior in the workplace. According to his experiments at Hawthorne Works, a supportive work environment where employees feel valued and supported by coworkers and superiors can increase employee motivation and discipline. In their Motivation-Hygiene Theory, Herzberg, Mausner, and Snyderman emphasize the importance of motivational factors, including training and development, in increasing employee job satisfaction and intrinsic motivation. A work environment that supports and facilitates employee career development can increase their sense of attachment to the organization and discipline (Fugar, 2007).

Conclusion

This research highlights the crucial role of human resource management in shaping and developing a disciplined and productive workforce for the company, which is an essential element for organizational sustainability. The findings reveal several factors influencing employee work discipline at PT Sumber Bintang Rezeki Bawen, including effective leadership, clear communication, recognition and rewards, upholding justice, training and development, and a supportive work environment. By actively managing these factors, organizations can create a work culture that values discipline, responsibility, and integrity, which ultimately increases employee productivity and long-term organizational success.

In conclusion, employee discipline plays a central role in driving organizational productivity and success. By implementing effective human resource management strategies to improve discipline, companies can create a sustainable and supportive work environment that empowers employees to give their best efforts toward achieving organizational goals. Continuous evaluation and improvement of human resource practices, particularly in managing discipline, is crucial to ensuring a motivated and productive workforce. Employee feedback,

Enhancing Workplace Discipline for Improving Employee Productivity at PT Sumber Bintang Rezeki Bawen

training and development programs, and the implementation of fair and transparent policies can help foster a disciplined and high-performing work environment.

Declaration of conflicting interest

The authors declare that there are no conflicts of interest regarding the publication of this research. All authors involved in this study have no financial or personal relationships that could potentially bias their work or influence the interpretation of the results. There are no competing interests, including financial, personal, or professional, that could be perceived as influencing the research process or the reporting of its findings. This research was conducted with transparency and integrity, solely aimed at advancing knowledge in the field without any external influences or conflicts of interest.

References

- Anwar, S., & Abrar, U. (2023). The Influence of Compensation and Work Motivation on Employee Performance through Employee Discipline. *International Journal of Multidisciplinary Approach Research and Science*, 1(02), 133–138. <https://doi.org/10.59653/ijmars.v1i02.66>
- Aryaningtyas, A. T., & Palupiningtyas, D. (2017). Pengaruh pendidikan kewirausahaan dan dukungan akademik terhadap niat kewirausahaan mahasiswa (Studi pada mahasiswa STIEPARI Semarang). *Jurnal Ilmiah Manajemen Dan Bisnis*, 18(2), 140–152.
- Bennis, W. G., & Townsend, R. (1989). *On becoming a leader* (Vol. 36). Addison-Wesley Reading, MA.
- Blanchard, K. (2003). *Servant leader*. Thomas Nelson.
- Carnegie, D. (2023). *How to win friends and influence people*. Good Press.
- Drucker, P. F. (2020). *The essential drucker*. Routledge.
- Follett, M. P. (2011). Constructive conflict. *Sociology of Organizations: Structures and Relationships*, 417.
- Fugar, F. D. K. (2007). Frederick Herzberg's motivation-hygiene theory revisited: The concept and its applicability to clergy (A study of fulltime stipendiary clergy of the global evangelical church, Ghana). *Journal of Science and Technology (Ghana)*, 27(1), 119–130.
- Guritno, B., & Nugraheni, K. S. (2023). Pengaruh Lokasi dan Daya Tarik Wisata Terhadap Kepuasan Pengunjung Taman Rekreasi Candi Mendut Kabupaten Magelang. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 9(2), 442–456.
- Hyatt, M. G., Walsh, D. J., Lord, R. L., Andino Martinez, J. G., & Guironnet, D. (2019). Mechanistic and kinetic studies of the ring opening metathesis polymerization of norbornenyl monomers by a grubbs third generation catalyst. *Journal of the American Chemical Society*, 141(44), 17918–17925.
- Januario, L. B., Mathiassen, S. E., Bergström, G., & Jackson, J. A. (2024). Did the COVID-19

- pandemic influence inequality in self-reported work environment conditions based on gender and place of birth? A study of a Swedish commercial laundromat. *Applied Ergonomics*, 114. <https://doi.org/10.1016/j.apergo.2023.104113>
- Khaleeq, K. (2024). Optimization of phosphorus fertilizer doses on growth and yield of mung bean (*Vigna radiata*) in northeast agro-ecology of Afghanistan. *International Journal of Multidisciplinary Approach Research and Science*, 2(02 SE-Articles), 719–725. <https://doi.org/10.59653/ijmars.v2i02.651>
- Kurniawati, D., Kurdi, M., & Furqani, A. (2023). Implementation of Performance Allowance Reduction through Work Discipline on Employee Performance at the Department of Population and Civil Registration of Sumenep Regency. *International Journal of Multidisciplinary Approach Research and Science*, 1(02), 139–146. <https://doi.org/10.59653/ijmars.v1i02.67>
- Maria, A. D., Yulianto, H., Palupiningtyas, D., & Usodo, H. (2022). Relationship between transformational leadership, proactive personality, creative self-efficacy and employee creativity at food processing SMEs in Indonesia. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 10(3), 257–274.
- Maxwell, J. C. (1986). *Maxwell on molecules and gases*. Mit Press.
- Mayo, E. (2014). *The social problems of an industrial civilisation*. Routledge.
- McGregor, D. (1960). Theory X and theory Y. *Organization Theory*, 358(374), 5.
- Nugraheni, K. S. (2012). *Pengaruh Perlakuan Pendahuluan dan Metode Destilasi Terhadap Karakteristik Mutu Minyak Atsiri Daun Kayu Manis (Cinnamomum leaf oil burmannii)*.
- Nugraheni, K. S. (2020). Studi Kepuasan Konsumen Pada Peacock Coffee Gajah Mada Semarang. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 4(1), 38–48.
- Nugraheni, K. S., Khasanah, L. U., Utami, R., & Ananditho, B. K. (2016). Pengaruh perlakuan pendahuluan dan variasi metode destilasi terhadap karakteristik mutu minyak atsiri daun kayu manis (C. Burmanii). *Jurnal Teknologi Hasil Pertanian*, 9(2), 51–64.
- Nugraheni, K. S., Maria, A. D., & Octafian, R. (2020). Penerapan cleanliness, health, safety and environment (CHSE) homestay untuk keselamatan wisatawan. *Jurnal Abdimas ADPI Sosial Dan Humaniora*, 1(1), 17–21.
- Nurrasyidah, I., Madargerong, V. A., & Rahmawaty, D. (2023). Late-Onset Pneumothorax and Bullous Disease in Post-COVID-19 Pneumonia with Severe ARDS. *Infection*, 1, 2.
- Octafian, R., & Istiqomah, A. (2021). Studi Kepuasan Wisatawan Curug Lawe Kalisidi. *Gemawisata: Jurnal Ilmiah Pariwisata*, 17(1), 17–27.
- Octafian, R., & Nugraheni, K. S. (2020). Employee Performance Analysis Through Motivation and the Work Environment at Patra Semarang Hotel & Convention. *Nusantara Journal of Social Sciences and Humanities*, 1(1), 101–105.
- Octafian, R., Palupiningtyas, D., Supriyadi, A., & Usodo, H. (2022). Peningkatan Capacity Building Dalam Peningkatan Sadar Wisata di Desa Wisata Jembrak. *Jurnal Pengabdian Masyarakat Waradin*, 2(2), 87–100.
- Octafian, R., & Rahayu, E. (2022). EKONOMI KREATIF: PEMBERDAYAAN MASYARAKAT MELALUI KERAJINAN KERANG. *Jurnal Pengabdian Masyarakat*

Enhancing Workplace Discipline for Improving Employee Productivity at PT Sumber Bintang Rezeki Bawen

Waradin, 2(1), 30–40.

Palupiningtyas, D., & Aryaningtyas, A. T. (2022). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Kinerja Karyawan di Restoran S2 Semarang. *Jurnal Visi Manajemen*, 8(2), 109–117.

Palupiningtyas, D., Mistriani, N., & Wijoyo, T. A. (2020). Analisis Lingkungan Internal dan Eksternal Pariwisata dalam Meningkatkan Ekonomi Masyarakat Lokal di Kabupaten Demak Jawa Tengah. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 6(1), 43–49.

Palupiningtyas, D., & Yulianto, H. (2018). Kepuasan Wisatawan: Tinjauan Terhadap Atraksi, Aktivitas, Amenitas dan Aksesibilitas Di Taman Nusa Bali. *E-Bisnis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 11(2), 56–66.

Pink, D. H. (2011). *Drive: The surprising truth about what motivates us*. Penguin.

Pranata, S. P., & Sinaga, A. (2023). Analysis of Brand Awareness and Brand Image Strategies on Lake Toba Tourists' Interest through the F1H20 Power Boat Digital Marketing Strategy in Balige, North Tapanuli. *Journal of Business Management and Economic Development*, 1(02). <https://doi.org/10.59653/jbmed.v1i02.137>

Simon, H. A. (2013). *Administrative behavior*. Simon and Schuster.

Sumarni, S., Nirwana, N., & Munizu, M. (2023). Influence of Education, Training (Diklat), Discipline and Leadership on Public Service Performance: Case Study at the Personnel and Human Resources Development Agency of South Buton Regency. *International Journal of Multidisciplinary Approach Research and Science*, 1(03), 354–362. <https://doi.org/10.59653/ijmars.v1i03.215>

Taylor, F. W. (1914). Scientific management: reply from Mr. FW Taylor. *The Sociological Review*, 7(3), 266–269.

Weber, M., & Weber-Schäfer, M. (1984). *Max Weber: ein lebensbild*. Mohr Siebeck.

Yulianto, H., Palupiningtyas, D., & Ashifuddin, A. (2021). Pemberdayaan Potensi Alam Untuk Meningkatkan Pendapatan Desa Dan Masyarakat Desa Wisata Mandiraja Kabupaten Pematang. *Jurnal Pengabdian Kepada Masyarakat Indonesia (JPKMI)*, 1(3), 71–78.