

IMPLEMENTATION OF WORK DISCIPLINE IN IMPROVING EMPLOYEE PERFORMANCE IN THE DISCIPLINARY SECTION OF PERUM PERURI

Rafika Indra Pratama¹, Wike Pertiwi², July Yuliatwati³

¹²³Universitas Buana Perjuangan Karawang, Jln. Ronggo Waluyo Sirnabaya, Puseurjaya, Kabupaten Karawang, Jawa Barat 41361, Indonesia

E-mail: mn18.rafikapratama@mhs.ubpkarawang.ac.id¹
wike.pertiwi@ubpkarawang.ac.id²
july.yuliatwati@ubpkarawang.ac.id³

ARTICLE INFO

Article history:
Received: April, 01 2022
Revised: May, 11 2022
Accepted: May, 30 2022

Keywords:

Company Regulations, Employee Performance, Work Discipline.

ABSTRACT

This study aims to analyze and describe the implementation of work discipline in improving employee performance in the Disciplinary Section of Perum Peruri. This research involves employees in the Discipline Section through literature studies, case studies, and portfolio documents from research activities. The results of this study indicate that employees' non-compliance with company regulations causes problems not being on time, causing empty absences in the Employee Self Service (ESS) system because company regulations are not implemented regarding late permits or leaving the company for personal purposes which can affect employee performance. . Based on the results of qualitative descriptive analysis, it can be concluded that the enforcement of discipline is important for companies as a basis for improving employee performance, because discipline contains rules that must be obeyed by employees. Discipline is expected to make work as efficient as possible which can provide benefits for both the organization and employees.

Copyright © 2022 Jurnal Mantik.
All rights reserved.

1. Introduction

The development of science and technology today increasingly encourages people to work with better performance. This is because the increasingly fierce competition in the economic field will greatly demand each individual to be able to develop their own abilities such as creativity, thinking, character to emotional. The changes that occur today, either directly or indirectly, are part of the impact caused by globalization that affects all countries in the world. In today's competition that is increasingly competitive, dynamic, and relatively difficult to predict, an organization that wants to continue to survive requires the availability of Human Resources who are responsive and responsive to changes and have good performance. Human resources are one of the most important resources in a company because humans function as the center of all processes to achieve the company's vision and mission. This statement is supported by research conducted by (Armansyah et al., 2020) which states that the human resource factor is in charge of controlling or handling other resources so that the success of the company's performance depends on the performance of the people in it. In terms of achieving company goals, the most important value is to have a superior and disciplined workforce in improving company performance.

In carrying out work in a company, every employee is required to be effective and efficient in making decisions in order to produce good performance. Achievements in employee performance appraisals can be

seen from each completion of the work that has been done. If an employee is able to complete the work that has been given both accompanied by a good attitude such as a good level of work discipline and a good understanding of occupational safety and health, then the employee is considered to have had maximum performance.

Work discipline is very important for a company in order to realize the company's goals, because without good work discipline for the company it is very difficult to achieve optimal results. Good discipline reflects a great responsibility for the tasks assigned by the company to its employees. The better the employee discipline, the higher the work performance that can be achieved, because without good employee discipline, it will be difficult for the company to achieve optimal results. The lack of employee work discipline affects the work responsibilities they receive, so that the timeliness in completing their tasks can reduce employee performance. With a high work discipline is expected to help the company meet the targets to be achieved. This statement is supported by (Ernawati, Fidayah Yuli, 2019) which states that work discipline is an aspect that must exist in a company to improve the performance of a company.

The Public Company for Printing Money of the Republic of Indonesia (Peruri) is a State-Owned Enterprise (BUMN) which is trusted by the government as the only company that prints rupiah currency and other important state-owned documents in accordance with Government Regulation (PP) number 06 of 2019. The main competencies as guarantor of authenticity is attached to every product produced by the Company so as to provide a sense of security for the community. In carrying out its business activities, Peruri implements a system of values or core values of AKHLAK (Many, Competent, Harmonious, Loyal, and Adaptive) which are expected to become the main values in the actions and behavior of BUMN personnel so that they can increase competitiveness and improve performance in a sustainable manner. which produces quality talent. In order to support the implementation of these Values, Peruri applies the "5C" motto, namely Quick, Accurate, Smart, and Cheerful which aims to continuously improve the quality of the performance of the human resources in it.

The Disciplinary Section is a work unit under the Security, K3 and Environment Division, with the main task of screening parties who will be interested in the company's internal, as well as conducting investigations on indications of violations of employee disciplinary regulations for the mild category, so that all activities related to with the work and employees in the discipline section is expected to be a benchmark or example for employees and other work units.

All regulations and discipline of Perum Peruri employees have been listed in the Collective Labor Agreement between employees and management, one of the obligations contained in these regulations is to comply with the provisions of the company's working hours and record attendance at the time of entering and leaving according to the provisions applicable in the Company. In addition to obligations, there are also prohibitions contained in the regulation, namely being late in entering the company and/or leaving earlier than the stipulated company working hours without the permission of the superior will be subject to a ticket, as well as a prohibition on leaving the workplace without the employer's permission. In carrying out daily tasks, problems related to work discipline in the Disciplinary Section of Perum Peruri are untimely attendance in accordance with company regulations so that it can affect employee performance.

Discipline is often an obstacle in an organization, low employee discipline is a problem that often occurs repeatedly. The results of research conducted by (Muslimat & Wahid, 2021) show that work discipline has a positive and significant influence on employee performance, reinforced by research conducted by (Feel et al., 2018) which states that work discipline has a significant influence on employee performance. employee performance. However, it is different from the results of research conducted by (Eli Rahayu, 2018) which shows that there is no significant effect of work discipline on employee performance.

The purpose of this research is to find out how work discipline exists in the Discipline Section, and what violations of work discipline have an effect on improving employee performance, as well as looking for problems and solutions that can provide benefits as improvements for employees and work unit leaders.

Based on the phenomenon and several studies that have been carried out, further research is needed on the implementation of work disciplines that have an influence on improving employee performance, apart from the existing problems that greatly affect the process of running the company's goals, the researchers

have an interest in conducting research with the title " Implementation of Work Discipline in Improving Employee Performance in the Discipline Section of Perum Peruri"

1.1 Theoretical basis

1.1.1 Human Resource Management

According to [Hasibuan \(2019:10\)](#) human resource management is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and society. According to [Hamali \(2016:2\)](#) human resource management is a strategic approach to skills, motivation, development and management of organizing resources. According to [Handoko \(2014:4\)](#) human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals.

From some of the definitions above, it can be concluded that human resource management is a science or art to manage the relationship and the role of the workforce to be effective and efficient through skills, motivation, development and organization of resources to achieve the goals of the company, employees, and society.

1.1.2 Work Discipline

According to [Rivai, et al \(2014: 599\)](#) work 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 obey all company regulations and applicable social norms. within the company. According to [Sinambela \(2016: 335\)](#) work discipline is a tool used by leaders to communicate with their employees so that they are willing to change their behavior following the rules that have been set. Discipline must be possessed by every employee and must be cultivated among employees in order to support the achievement of organizational goals. According to [Hasibuan \(2016: 193\)](#) explains that work discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance that can be achieved, because without good employee discipline, it will be difficult for companies to achieve optimal results.

Based on some of the definitions above, it can be concluded that work discipline is a tool used by leaders to communicate with their employees so that they are willing to change their behavior to follow the rules set by the company to support the achievement of company goals.

1.1.2 Employee performance

According to [Mangkunegara \(2017: 67\)](#) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. According to [Edison, et al \(2016: 190\)](#) Performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements. According to [Afandi \(2018:83\)](#) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

From some of the opinions of the experts above, it can be concluded that performance is the result of work in quality and quantity achieved by a person or group in an organization according to their respective authorities and responsibilities which refers or is measured over a certain period to achieve organizational goals.

1.1.3 The Effect of Work Discipline on Employee Performance

Discipline is always a positive measure and is usually used as an indication of a person's success in achieving his goals. Good work discipline will affect the performance of the employee. Singodimedjo in Edy Sutrisno (2016: 96) stated that the better the work discipline of an employee, the higher the work result or performance to be achieved.

Work discipline with employee performance has a positive relationship, as explained by Kasmir (2016) which states that work discipline is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, for example coming to work always on time, then being disciplined in doing what he is ordered to do in accordance with the orders that must be done, disciplined employees will affect the performance of employees in the company.

The same thing is in accordance with the research conducted by Bachtiar Sarifudin Husain (2019) with the research title The Effect of Work Discipline on Employee Performance (At PT. Bank Danamon Tbk Bintaro Branch) which shows that work discipline has a positive and significant effect on employee performance.

In addition, it is strengthened by research conducted by Muslimat and Ade Wahid (2021) with the research title The Effect of Work Discipline on Employee Performance at PT. Pos Indonesia Cipondoh Office shows the results that work discipline has a positive and significant influence on employee performance.

2. Research Methods

In this research, the method used is descriptive qualitative method. Descriptive qualitative research is research using case study methods or approaches, and portfolio documents of activity results (Sugiyono, 2017).

The researcher determines the research subject by using purposive sampling technique. According to Sugiyono (2017:218) purposive sampling is a data sampling technique based on certain considerations. The number of subjects in this study were 7 (seven) employees consisting of Section Heads, Supervisors, Staff, and Work Unit Admins.

According to Sugiyono (2017:225) data collection can use primary and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents. Furthermore, when viewed in terms of data collection methods or techniques, data collection techniques can be carried out by observation (observation), documentation and a combination of both.

In this qualitative research, the researcher used triangulation technique. According to Samsu (2017:114) Triangulation is a technique used to test the reliability of the data (check the validity of the data) by utilizing other things that are outside the data for the purpose of checking or as a comparison of the data.

In this research, the triangulation used is triangulation of data sources and triangulation of theory. Until the complete data is then validated from various sources so that it can be the basis for drawing conclusions. With this technique, it is hoped that the data collected will meet the construct or concept of drawing conclusions. This combination of triangulation is carried out simultaneously with activities in the field, so that researchers can record complete data. Thus, it is hoped that the data collected is suitable for use.

3. Result and Discussion

Based on the results of the field analysis that the author has done, the problem that exists in the Discipline Section is the level of employee compliance with existing regulations that can affect employee performance, this is evidenced by the absence of punctual attendance in accordance with the company's working hours regulations starting at 07:45 WIB until 16:00 WIB by tapping the ID card on the attendance machine that has been installed in each building in accordance with the company's working hours regulations.

TABLE 1
DISCIPLINE SECTION EMPLOYEE ATTENDANCE TAPPING DATA FOR JANUARY – DECEMBER 2021

Month	Number of No Tapping In (TM)		Number of No Tapping Out (TK)	
	People	Frequency	People	Frequency
Januari	4	16 times	4	10 times
Februari	4	11 times	4	10 times

Month	Number of No Tapping In (TM)		Number of No Tapping Out (TK)	
	People	Frequency	People	Frequency
Maret	4	7 times	2	4 times
April	5	8 times	5	8 times
Mei	2	5 times	2	2 times
Juni	2	4 times	2	2 times
Juli	4	9 times	4	8 times
Agustus	3	4 times	4	8 times
September	2	9 times	2	2 times
Oktober	3	5 times	5	5 times
November	5	13 times	4	7 times
Desember	5	10 times	3	6 times
Total		101 times		72 times

Source: Researcher Data (2021)

Based on data on tapping employee absenteeism in the Discipline Section for the period January to December 2021, the output of the Employee Self Service system shows that the number of data not tapping in or TM in January was 4 people with 16 times not tapping, February 4 people with 11 times no tapping, March as many as 4 people with 7 times not tapping, April as many as 5 people with 8 times not tapping, May as many as 2 people with 5 times not tapping, June as many as 2 people with 4 times not tapping, July 4 people with 9 times not tapping, August 3 people with 4 not tapping, September 2 people with 9 times not tapping, October 3 people with 5 times not tapping, November 5 people with 13 times not tapping, and December 5 people with 10 times not tapping. While the number of data not tapping out or TK in January was 4 people with 10 times not tapping, February 4 people with 10 times not tapping, March 2 people with 4 times not tapping, April 5 people with 8 times not tapping, May as many as 2 people with 2 times not tapping, June as many as 2 people with 2 times not tapping, July as many as 4 people with 8 times not tapping, August as many as 4 people with 8 times not tapping, September 2 people with 2 times not tapping, October as many as 5 people with 5 times not tapping, November 4 people with 7 times not tapping, and December 3 people with 6 times not tapping.

Some analyzes of the causes of employee non-compliance with existing regulations that cause problems not being timely include the following:

1. Employees are late for entering the company more than 07:45 in accordance with the provisions of company working hours which causes blank attendance data in the ESS system with the information TM (Tapping In) or TK (Tapping Out) so that attendance data is input by the work unit admin manually .
2. Employees who are late for entering the company do not provide confirmation of lateness to their superiors and make a late arrival permit which should be made digitally on the Employee Self Service (ESS) system with the approval of the relevant superior.
3. Employees who leave the workplace during working hours with personal needs do not make a digital permit.

The impact of work discipline on employee performance from the results of observations that researchers have done in the field, researchers found that the performance of employees in the Disciplinary Section of Perum Peruri needs to be improved again, this is based on the results of employee satisfaction and engagement in 2021 it was found that performance management or performance management still needs to be improvements in improving employee performance,



especially in terms of setting performance standards and work discipline, besides that the division of tasks in the Discipline Section is still not well structured so that employees often rely on each other. After analyzing and identifying the problem, the author has a solution to the problems found, including the following:

1. A late permit is applied according to company regulations in the Discipline Section for employees who are late to enter the company with the permission of the leadership, thereby minimizing the occurrence of empty absences in the Employee Self Service (ESS) system with the information TM (Tapping In) or TK (Tapping Out) without the need for improve attendance.
2. The head of the work unit does not provide a policy to correct absenteeism in the Employee Self Service (ESS) system when he is late or leaves the workplace during working hours for personal reasons, except for urgent needs with the approval of the head of the work unit.
3. Employees who leave the workplace during working hours with personal needs are required to make a permit letter in order to monitor employees and minimize the occurrence of empty absences in the Employee Self Service (ESS) system.

4. Conclusions

Based on the descriptions and findings in the field while the authors carried out research on the Discipline Section of the Republic of Indonesia Money Printing Public Company (Perum Peruri) it can be concluded as follows:

1. The application of discipline is important for the company because it can affect the performance of employees, because discipline contains rules that must be obeyed by employees, with discipline it is expected to make work as efficient as possible which can provide benefits both for the benefit of the organization and for employees.
2. In the case of employee non-compliance with existing regulations which causes problems not on time which causes empty attendance in the Employee Self Service (ESS) system with the information TM (Tapping In) or TK (Tapping Out) because the employee has not followed the company rules regarding letters late arrival permit or a permit to leave the company for personal purposes.
3. Low work discipline results in a decrease in employee performance, so there needs to be an improvement in increasing awareness and firmness from the leadership so that employees are disciplined at work so that it results in increasing employee performance, because good work discipline will make the work done more effective and efficient according to work standards.

The suggestions that the author wants to convey to the Disciplinary Section of Perum Peruri, include the following:

1. The application of company regulations in accordance with the Collective Labor Agreement (PKB) and other regulations in accordance with the Company's provisions regarding late permit letters or company exit permits for personal needs, in order to minimize the occurrence of empty absences in the Employee Self Service (ESS) system with TM (Tapping information In) or TK (Tapping Out).
2. The head of the work unit provides warnings and sanctions for employees who violate work discipline in accordance with existing regulations within the company.
3. Work discipline has an impact on the performance of employees and the company, therefore, employees and leaders of work units are expected to be able to implement company rules. With more discipline, the higher the employee's work productivity and company performance.

References

1. Achmad, W. (2021). Citizen and Netizen Society: The Meaning of Social Change From a Technology Point of View. *Jurnal Mantik*, 5(3), 1564-1570.
2. Achmad, W., & Yulianah, Y. (2022). Corporate Social Responsibility of the Hospitality Industry in Realizing Sustainable Tourism Development. *Enrichment: Journal of Management*, 12(2), 1610-1616.
3. Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Zanafa Publishing.
4. Anwar Prabu Mangkunegara, A. . (2017). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
5. Armansyah, A., Azis, I., & Rossanty, N. P. E. (2020). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Kantor Bpjs Kesehatan Cabang Palu. *Jurnal Ilmu Manajemen Universitas Tadulako (JIMUT)*, 4(3), 235–244. <https://doi.org/10.22487/jimut.v4i3.126>
6. Edison, Emron, D. (2016). *Manajemen Sumber Daya Manusia*. Alfabeta.
7. Eli Rahayu, A. (2018). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pada Sekretariat Deputy Bidang Pengembangan Destinasi Pariwisata. *Jurnal Ekonomi Efektif*, 1(1), 226–244.
8. Ernawati, Fidayah Yuli, and S. R. (2019). PENGARUH MOTIVASI DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI (Studi pada Pegawai Negeri Sipil di Dinas Sosial Kabupaten Kendal). *Jurnal STIE Semarang (Edisi Elektronik)*, 11.02, 48–59.
9. Feel, N. H., Herlambang, T., & Rozzaid, Y. (2018). Pengaruh Disiplin Kerja, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Jurnal Penelitian Ipteks*, 3(2), 176–185. http://jurnal.unmuhjember.ac.id/index.php/PENELITIAN_IPTEKS/article/view/1892
10. Freddy, H. T. R., Achmad, W., & Nasution, M. S. (2022). The Effectivity Of Public Services Based On Smart Government In Bukit Raya Distric Pekanbaru City. *Journal of Governance*, 7(1).
11. Hamali, A. (2016). *Pemahaman Manajemen Sumberdaya Manusia*. Center for Academic Publishing Servive.
12. Handoko, T. (2014). *Manajemen Personalial dan Sumberdaya Manusia*. BPFE.
13. Hasibuan, M. (2019). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
14. Hasibuan, M. S. . (2016). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
15. Husain, B. S. (2019). Pengaruh Disiplin Terhadap Kinerja Karyawan Pada Pt. Bank Danamon, Tbk. Cabang Bandung. *Jurnal Ekonomi Efektif*, 1(4), 276. <https://doi.org/10.32493/jee.v1i4.10709>
16. Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT Rajagrafindo Persada.
17. Muslimat, A., & Wahid, H. A. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Pos Indonesia Kantor Cipondoh. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(2), 120. <https://doi.org/10.32493/jjsdm.v4i2.9080>
18. Maulida, H. (2020). Pola Komunikasi Siswa Di Lingkungan Sekolah Ramah Anak. *Media Bina Ilmiah*, 14(12), 3717-3728.
19. Rivai, V. dkk. (2014). *Manajemen Sumber Daya Manusia untuk Perusahaan, Edisi ke 6*. PT. Raja Grafindo Persada.



20. Samsu. (2017). METODE PENELITIAN: (Teori dan Aplikasi Penelitian Kualitatif, Kuantitatif, Mixed Methods, serta Research & Development). Pustaka Jambi.
21. Sinambela, L. P. (2016). Manajemen Sumber Daya Manusia. PT Bumi Aksara.
22. Sugiyono. (2017). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Alfabeta.
23. Sutrisno, E. (2016). Manajemen Sumber Daya Manusia. Kencana Prenada Media Group.
24. Supardi, S. (2018). Kepuasan Kerja Pengawas Produksi Berpengaruh Terhadap Kinerja Operator Alat Berat Pada Usaha Jasa Kontraktor Pertambangan Mineral Dan Batubara. *Jurnal Administrasi Kantor*, 6(1), 33-42.
25. Supardi, S., & Agus Dharmanto, A. D. (2020). Analisis Statistical Quality Control Pada Pengendalian Kualitas Produk Kuliner. *Jurnal Ilmiah Manajemen Fakultas Ekonomi Universitas Pakuan*, 6(2), 199-210.
26. Supardi, S., & Wibawa, T. S. (2022). Efek Mediasi Disiplin Kerja pada Peningkatan Kinerja Karyawan oleh Motivasi dan Kompensasi. *(JMK) Jurnal Manajemen dan Kewirausahaan*, 7(1), 27-36.
27. Supardi, S., Jumawan, J., & Andrian, A. (2022). Determining Participant's Satisfaction in Mining Safety Training Using Service Quality Model and Importance-Performance Analysis. *Ekombis Sains: Jurnal Ekonomi, Keuangan dan Bisnis*, 7(1), 11-23.
28. Suryana, A., & Arifin, H. S. (2022). Personal branding Ridwan Kamil dalam program Gerakan Pungut Sampah. *Jurnal Manajemen Komunikasi*, 6(2), 163-182.
29. Syam, R. Z. A., & Achmad, W. (2022). Online Learning in Higher Education: Analysis during the Pandemic Covid-19. *Jurnal Mantik*, 5(4), 2256-2261.

