

Company Strategy in Cultivating Disciplined Attendance Attitudes of Employees

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Abstract

This study aims to identify the obstacles and strategies employed by PT X to ensure employee attendance discipline. This study employs a qualitative research approach, utilizing interviews and participatory observation for data collection. Based on the results of the study, it was found that the factors causing delays include personal habits such as poor time management, low work motivation, and lack of awareness of the importance of discipline in carrying out professional responsibilities. In addition, the absence of appreciation also contributes to low motivation, the vacancy of HRD positions, and lack of supervision also result in disciplinary violations, often not receiving strict sanctions. This study highlights that the vacancy of HRD positions at PT X has a significant impact on employee attendance discipline. The absence of HRD as a liaison between management and employees results in inadequate supervision and evaluation of employee discipline. With HRD, the company can implement disciplinary policies consistently and provide the necessary follow-up to fix disciplinary problems.

Keywords: Employee attendance discipline, lateness factors, time management, work motivation, HRD supervision.

INTRODUCTION

The presence of human resources with potential is very important for the company, allowing both leaders and employees to provide optimal contributions in carrying out tasks and achieving company goals. The success of a company is highly dependent on the performance of individual employees, and that is the reason why organizations strive to

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IJEBIR, Volume 03 Issue 06, 2024



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improve employee performance in order to achieve company goals (Arifin, 2017). The company's ability to manage employees can be reflected in their performance. High employee performance indicates that the company is successful in managing its human resources (Haholongan et al., 2023). Conversely, if the company is unable to manage employees well, the result is that the company's performance could be more optimal in achieving its goals.

This is the background for companies to seek effective ways to maximize employee performance. In various existing literature, many factors can affect employee performance, both external and internal factors. However, employee attendance discipline is the most important factor that can affect employee performance (Juliana et al., 2021). Employee performance is evaluated based on the level of discipline they show in their daily work. By encouraging high work discipline, it is expected to increase the company's contribution. With a good employee discipline attitude, it is easier for the company to achieve optimal results. Therefore, improving employee discipline is an important part of human resource management.

Employee discipline grows when there is a sense of responsibility for the tasks given. Ultimately, employees who have high discipline will be able to carry out work according to the set targets. However, other factors are indicators of employee discipline, one of which is the frequency of employee attendance. This indicator is a benchmark for determining the level of employee discipline. The more often an employee is present and the lower the level of absence, the higher the level of work discipline is considered (Permatasari, 2015).

On the other hand, if the frequency of attendance is low and the level of absence is high, the level of work discipline is considered low. If left unchecked, the impact will be that the company will find it easier to achieve its goals. On the other hand, if the frequency of attendance is low and the level of absence is high, the level of work discipline is considered low.

According to HR & GA staff MS.A, several problems need to be considered, one of which is related to employee attendance. This problem causes reduced working hours, which has an impact on delays in completing work, and often gets complaints from mall visitors regarding damaged facilities such as sinks, damaged parking machines, leaking mall roofs, uneven mall AC, and the absence of guards. The problem is seen in employee delays with a delay duration of 15 minutes to more than 1 hour.



The company's initial efforts to prevent late attendance, by implementing several structured preventive measures. First, at the end of each month, during the morning *briefing session*, a warning is given to employees who are often late. Furthermore, as a disciplinary action, meal allowance will be deducted if an employee is late three times in one month. If lateness persists, the HR & GA manager, MR.A, will issue a direct warning. Continued non-compliance results in successive stages of Warning Letters (SP). If lateness continues to occur despite preventive measures, the employee will be asked to resign from the company. With this approach, it is hoped that employee attendance discipline can be improved and the company's operations can run more smoothly.

However, in its implementation, the company's strategy still needs to be considered optimal in overcoming cases of indiscipline in the form of employee lateness, so the author wants to examine further the variables studied. Based on the background description, employee attendance accuracy has a major impact on company performance. Lateness can reduce productivity and cause customer dissatisfaction. Although prevention has been carried out, there are still employees who need to arrive on time, indicating the need for improved strategies to reduce lateness and further evaluation to overcome this problem. By identifying the root causes and strengthening the company's strategy, it is hoped that the company can improve attendance discipline, which is expected to create work discipline.

Table 1. List of Employee Lateness at PT X

No	Delay Duration	Number of employees
1.	0:00 to 0:15 Minutes	37 Employees
2.	0:15 to 1:00 Hours	13 Employees
3.	> 1:00 Hour	3 Employees

Table 1 indicates that employee discipline at PT X (to maintain confidentiality and privacy, the name of the company studied in this article has been anonymized as PT X) requires improvement. The company needs to make improvements, especially in terms of employee attendance discipline. This is important to ensure smooth operations and better customer satisfaction.



To overcome this problem of tardiness, the company has implemented several strategies. At the end of each month, during the morning briefing session, employees who are often late are warned. As a disciplinary measure, a meal allowance is deducted if an employee is late more than three times in a month. If the problem of tardiness continues, the HR and GA manager gives a direct warning to the employee concerned.

However, even though these measures have been implemented, the problem of employee tardiness continues to occur, indicating that the existing strategy could be more optimal in achieving the desired goals. Therefore, further evaluation is needed to identify the root causes of this indiscipline and strengthen the company's strategy so that employee attendance discipline can be improved.

Objectives

This article intends

1. To find out what factors are obstacles in realizing a disciplined attitude towards employee attendance at PT X.
2. Knowing the company's strategy in realizing a disciplined attitude towards employee attendance at PT X

METHOD

The author used a qualitative research approach in this study. The qualitative approach involves collecting data in a natural context with the aim of interpreting the observed phenomena, where the researcher becomes a key instrument in the process. The research was conducted to explore the factors that influence employee attendance discipline and the company's strategy in realizing such discipline. The author chose a qualitative approach because it uses a phenomenological study, which aims to understand individual experiences related to a particular concept or phenomenon.

This study employed interviews and participant observations, where researchers engaged in daily company activities for four months to gather data. Through this method, researchers observe and study the problems that occur in the field, which are closely related to the object of research, namely discipline at PT X. In addition, researchers also use data collection techniques in the form of interviews. Interviews in this study aim to collect additional information optimally (Anggito & Setiawan, 2018). Researchers involved several internal informants from the company to gain further insight into the attitude of employee attendance discipline at PT X. Interviews were conducted with six individuals

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who had a close relationship with the research topic, as well as several samples from parties who showed attitude indiscipline. Interview with six individuals This is important to understand their perspective on employee discipline in the context of corporate management. The following is the data from the interviewees during the research activities:

Table 2 Research Sources

No	N ame	Position	Status
1	MR. A	Internal Control	Employee Discipline Manager
2	MS. A	HR Staff	Employee Discipline Manager
3	MS. B	Marcom	Disciplinary employee
4	MR. C	Technician	Late Employee Severe Category
5	MR. D	Technician	Late Employee Severe Category
6	MR. E	Security guard	Late Employee Severe Category

This study involved interviews with three informants who were categorized as severely late, which was more than one hour. The company's disciplinary efforts against informants with mild and moderate lateness categories had shown adequate results. However, for informants with severe lateness categories, these efforts were not yet effective in providing a deterrent effect. To analyze the research data, the author used thematic analysis, a method for identifying patterns or themes within data (Braun & Clarke, 2006).

DISCUSSION

Factors that Constrain Employee Attendance Discipline Attitudes

Employee discipline at PT X is a key focus of the company in its efforts to enhance performance and productivity. However, there are always challenges faced in the process of company development, one of which is employee indiscipline. During the study, the author found various forms of indiscipline directly through interviews with several indisciplined employees in the company.

Employee indiscipline is a complex problem influenced by various factors, both internal and external. To understand the root causes of this behavior, it is important to identify the factors that contribute to indiscipline. The following interviews can identify the main causes that hinder efforts to improve discipline in the work environment. Work.

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Table 3. Factors Causing Delays

Factor Cause of Delay	Answer	Source
Personal Habits	Working hours are actually very flexible, but this is because I, sis, have a hard time managing my time. Sometimes, I sleep too late because I like to play games or hang out with friends.	Technician (MR.C)
	The reasons for my being late vary, ma'am. Sometimes, it is because I woke up late.	Technician (MR.D)
Lack of Motivation	Sometimes, I need clarification about my problems, sis. I need some clarification about how to solve them. I just want to think about it, but then I'm just confused, so I feel lazy.	Technician (MR.D)
	I think there is still a need to add direct motivation, such as a bonus when the lady gets her salary, for people who are diligent in coming and never absent or late so that we are enthusiastic about competing not to be late.	Security Guard (MR.E)
Unequal Training	I have never received training, so I do not really know, sis.	Technician (MR.C)
	As for training, I have never had it, so I do not really know.	Technician (MR.D)
Conflict of Interest between Work and Family (Work-Life Balance)	Helping out at home because my wife is trying to open a business, so I helped with shopping at the market and preparing a stall, that's whasis.	Technician (MR.D)
	Recently, my wife has been asking for help more often to accompany me with household chores because there is only one motorbike at home.	Security Guard (MR.E)
	I am also often late, and even though I have been reprimanded, I still do it again because of urgent matters at home.	Technician (MR.D)

Factor Cause of Delay	Answer	Source
Lack of Monitoring	Because if I'm late, sometimes my other colleagues don't notice me, so I usually make excuses like I've been fixing something. Being late is also rarely noticed because they're definitely working on finding someone.	Technician (MR.C)
	Yes, as you can see, our office is at the back and downstairs, and technicians work outside, so sometimes they do not need to be noticed.	Technician (MR.D)
	The absence of HRD is quite influential because now many are relaxed, sis. There is no direct monitoring; in the past, there would definitely be someone monitoring the field every day.	Security Guard (MR.E)
	Since our office is located at the back, management does not notice our tardiness. However, it is obvious whether we are late or not from the attendance because our duties are mostly outside the office, going around the mall.	Technician (MR.C)
	In my opinion, the lack of HRD has quite an impact because, in the past, there was immediate confirmation, always checked. For example, if someone was late, they would be called straight to the HRD room, asked to tell their story, given advice, and helped to find a solution. Our problems were sorted out, and then a solution was found, ma'am. If it still happened again, they would be disciplined and given a warning, ma'am.	Technician (MR.D)
Punishment Does Not Deter	Discipline from the company is at most reprimanded by Mr. Micky or reprimanded by MS. B, reprimanded and reminded again regarding the working hours. He also already knows the reason for being late. The important thing is that I reduce my lateness so that it is pleasant for others.	Technician (MR.D)
	So far, my meal money has only been cut, and the division head has reprimanded me.	Technician (MR.D)

Factor Cause of Delay	Answer	Source
	Recently, the company gave me disciplinary action, but it was only a warning, so there was no follow-up. I just accepted it because the warning was still good.	Security Guard (MR.E)
	Yes, there is a deduction of meal money if it is late more than 3 times in a month, but it doesn't really affect us because we still have overtime money, so we can still cover it. So far, my division head has only given me a warning to improve my attendance, I have never been given a SP.	Technician (MR.C)

Various factors influence employee tardiness at PT X. Interviews with three undisciplined employees revealed that personal habits, such as poor time management, significantly influence indiscipline. In addition, due to the vacancy of the HRD head position, which causes the absence of a respected leader and the absence of a firm leader in making decisions to enforce company rules, this can be seen when employees report that there is no firm action when employees are late so that it actually has an impact on increasing lateness.

The lack of strictness of the punishment given is also a significant factor. Cutting meal money and giving reprimands given by the division head without any clear follow-up action, the punishment is felt to have no impact on him, so employees continue to be late. In addition, the imbalance between work and family is also a cause of lateness in employees. The HRD vacancy, lack of direct supervision, and inadequate enforcement of disciplinary actions are major obstacles to improving discipline. These factors reflect the main challenges that must be overcome to improve the level of employee discipline in the company. The following is a supporting interview table with informant MR. A with the position of Internal Control as a temporary replacement for HRD and as a disciplinary administrator, MS.A with the position of HRD Staff as a disciplinary administrator, and MS.B with the position of Marcom as an employee disciplinarian.



Table 4. Supporting Interviews

Category	Answer	Source
The impact of employee delays	The impact that I feel is that I often get criticism from visitors and tenants, such as dead jet showers, dead tap water batteries, dead lights that have not been replaced, etc. This happens because of the delay, especially for the technicians because that is their job description. So, actually, with the delay, the work that should have been done at this time was delayed.	MR.A
	Yes, it definitely has an impact, ma'am; for example, those who are not late have to cover the work or handle the work of employees who are late for a while until they arrive at the office. Make other employees also have to cover the burden, ma'am, even though they arrive on time.	MS.A
Responses regarding programs provided by the company	HRD programs include 'Best Employee of the Year' and 'Best Employee per Quarter. Well, usually, the winner will get a prize. If the best employee per 3 months gets money, but for the best employee of the year, the prize is bigger, like 2 years ago, it got a motorbike. But for the last 3 years, it has not been held again. Maybe this is also a factor causing employee delays because of the lack of rewards, that's the term given by the company.	MR.A
	In the past, there were regular gathering events where all employees and their families were invited. After the head of HRD's departure, there were no more gathering events.	MS.B
	Events like Best Employee will further foster work spirit because of the prizes given. That way, those who are diligent will be appreciated, and those who are indisciplined can be seen so that in the future, they can change because it would be unfair if, for example, those who are lazy are ignored. Those who are diligent are not appreciated, so it could even lead to following suit.	MS.A
The company's approach to	Of course, with all the rules that we make, but sometimes there are some people who find it difficult to follow the	MS.A



undisciplined employees	rules, so as much as possible, we give special attention to people like this by inviting them to chat together. In the past, the head of HRD usually deliberately went around to greet employees in the front office, especially the technicians, because the technician's office was the furthest from the other front offices	
	. - is usually communicated first to each manager. When it is felt that the manager cannot handle it, then the HRD will take part. Previously, this also happened in the office, and after being investigated, it turned out to be because the workload was felt to be too much. The solution given by HRD was to ask the manager to reduce and pay more attention until the condition was felt to be getting better.	
	For now, with the policy that we have made, we approach the department head because the one who knows each member best is the department head. If the department head is deemed no longer capable, HRD will be called.	MR.A
	Usually, they are invited to chat with HRD, but because HRD is currently empty, it is usually handled by MR. A for just counseling, and usually, MR. A will also cooperate with the head of the department to pay more attention to late employees.	MS.B
Possible solutions that companies can use to reduce cases of indiscipline	Maybe we should hold a rewarding event for exemplary employees again. This event can restore the spirit of all employees because the prizes at that time were no joke. For example, when I got a motorbike, it had a big value if it was cashed. Then we can also hold a gathering event together again, and it can restart our spirit so we can be enthusiastic about working.	MS.B
	Gathering events are very effective in increasing our dedication to the company because when there is a gathering, there are lots of games, and all the people are mixed with our families, mall executives, and families who own the mall, so we feel closer.	MS.A
	For the past three years, no reward has been given due to the pandemic and vacant HR positions. If the program	MR.A



	is held again, it will certainly generate more enthusiasm and minimize indiscipline.	
The impact of the vacancy of the Head of HRD	-Because there is a lack of HRD, control, and maintenance cannot run as well as if there was HRD. - Employee appreciation programs are usually held once a year, but this had to stop for 3 years due to the absence of HRD.	MR.A
	The absence of the HRD head means there is a lack of direct monitoring. For example, if he was in the office first, if he wanted to leave the office, he would be a bit reluctant if it was not for work. For now, HRD is also holding internal control, but internal control also has its main task, so regarding discipline, it is indeed not optimal. There needs to be someone specifically holding this task.	MS.B
	As long as there is no HRD, I think there is a lack of coaching for those who are indisciplined because, in my opinion, discipline is not only seen from attendance but also through direct monitoring. Many employees often leave the office without any work reasons without hesitation, because MR. A is rarely in his office because MR. A is also quite often on duty out of town.	MS.A
Working Hours Regulations in the Company	For working hours we have 2, namely for the back office and front office both are the same 40 working hours/week. The difference is that the front office is allowed to make its schedule.	MR.A
	With such a division, our company's working hours are 40 hours a week. We use both hours because some employees, such as technicians, cro, and tro, are on duty in the field. For details on working hours, namely; Back office 08.00 – 17.00 Front office & technician Shift I: 07.00 – 15.00 Shift II: 15.00 – 23.00 Shift III: 23.00 – 07.00 The time is reduced by 1 hour as a break time. The tolerance for delay itself is 5 minutes.	MS.A



Response Regarding Late Penalties	So far, meal allowances have been cut, SP 1 and 2 have been provided, and the most severe is being asked to resign voluntarily if it is very disruptive or the impact is wide to the point of disrupting other departments.	MR.A
	If they are late three times in a month or more, their meal allowance will be cut at most, and if they keep repeating this, they will be given SP1 and SP2.	MS.B
	The smallest punishment is cutting off meal money when late 3 times in 1 month if it is repeated again, namely by reprimanding directly. If it continues, then SP1 is given, and if it continues, then there will be SP2 and SP3, and when SP3 is still like that, then the employee is asked to resign.	MS.A
Response if counseling is held through an Expert (Psychologist)	We have never had counseling with an expert (psychologist) this far and we have never had a seminar on how to manage our time or mentality either.	MR.A
	It is also necessary because it is indeed rather difficult if the individual's character is stupid or irresponsible. An expert will definitely be able to understand why these people can be like that because they know, and the expert's knowledge is definitely broader because sometimes these late people have been called MR. Sometimes, they get better, but they will definitely repeat it again; those who are late are just those people.	MS.B
	In my opinion, it is necessary, sis, because this procedure has been carried out over time. However, it still keeps happening again, so it may be because of the person's personality. If it has become their personality or character, it is indeed difficult if it is not in the person. Maybe someone who is an expert in reading people's characters knows so they will understand better or can help how to fix a character like this.	MS.A

Company Strategies for Disciplining Employees

PT X has implemented various strategies to address workplace issues and improve employee attendance discipline. These strategies are designed to reduce

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IJEBIR, Volume 03 Issue 06, 2024



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indiscipline and improve compliance with company regulations. However, the results of interviews with various parties in the company indicate that these strategies have yet to provide optimal results. Several major obstacles hinder the effectiveness of these strategies, including supervision, reward systems, implementation of sanctions, and socialization and time management among employees. To understand this problem further, here is a table that summarizes the reasons why these strategies have yet to be successful and suggestions from respondents for increase its effectiveness.

Table 5. Corporate Strategy

Strategy	Reasons Why Corporate Strategy Cannot Run Optimally	Explanation	Suggestion
Socialization per department	Socialization efforts were limited to department heads, excluding other employees.	Because only the department heads were invited and attended the socialization, the department members who were not invited felt that this was not their responsibility.	Conducting more comprehensive socialization and involving all employees.
Cutting Food Money	The reduction in meal allowance is considered insignificant because it can be covered by overtime pay.	With overtime pay that can cover deductions from meal allowances as a form of punishment imposed by the company, employees feel that this has no effect and no impact on them.	It can be achieved by simultaneously reducing meal and overtime allowances or deducting salaries. If employees object, they may be encouraged to adopt better discipline.
Training	The provision of training is uneven, so some employees still need to receive training.	In the interview with employees with a severe tardiness category, only security guards received training. Thus, employees who did not receive training.	There must be equality in providing training to all divisions and employees. According to the security guard, with the training, the



		training did not feel the impact on discipline.	security guard tried to be present and on time because the office held the training and there were funds spent so that employees feel the need to appreciate the company's efforts by coming and attending the training.
Assign HRD to control employees.	The existence of HRD vacancies makes employees disobedient to the company's rules and regulations	RD vacuum causes companies to have difficulty in carrying out supervision and discipline. Employees. This can be seen from the attitude of employees who trivialize several warnings that the company has given. The warnings are considered meaningless because employees still need to arrive on time. It is different when there is HRD that regulates. Employees are more disciplined because when employees are late, they are immediately called to the HRD room; in addition, HRD routinely monitors the field. So indirectly, the presence of surprise inspections can reduce indiscipline in employees.	Immediately fill the vacant HRD position and share supervisory duties with department heads.



Holding Gatherings and Best Employee events	Due to the vacancy of the Head of HRD	Due to the HRD vacancy, the gathering and best employee programs have not been running for almost 3 years.	Holding another gathering is the best employee program because this program can motivate employees who are often late to start being disciplined because the rewards given by the company to exemplary employees are not half-hearted. In addition, the gathering program can increase dedication to the company and strengthen the sense of family.
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The strategy that PT X has implemented to improve employee attendance discipline is by conducting regular socialization and monthly division head meetings, cutting meal allowances and giving reprimands by the department division head, implementing a monitoring system, holding training, and creating *gathering* and best employee programs for exemplary employees. However, these strategies have yet to be effective due to several factors. First, although the socialization of rules and attendance monitoring is carried out periodically, implementation in the field shows that these efforts have not been able to form a consistent, disciplined character among employees, especially due to the vacancy of the vital HRD position in running appreciation and reprimand programs optimally. The lack of sustainable motivation due to the failure to *gather* and *best employee programs* and support from management in holding motivational activities also contributes to the limited effectiveness of the strategies that have been implemented. Cutting meal allowances and reprimands given by each division head are also felt not to affect *indisciplined employees*, the training provided is uneven so that some employees feel less involved in the company and the sense of employee dedication to work is still felt to be lacking due to the lack of training provided.



DISCUSSION

Good performance can increase Spirit Work employees, who in turn support the achievement objective company (Ayunasrah et al., 2022). According to Salam et al. (2020), work discipline is influenced by two main factors, namely internal factors and external factors of the individual. Internal factors such as employee personality, motivation, and work happiness, as well as external factors such as job satisfaction and work environment conditions (Meidita, 2019). Employee personality plays an important role in shaping work discipline behavior (Feel et al., 2018).

Personal awareness, motivation, rewards, work-life balance, and leadership factors influence employee work loyalty at PT X. This reflects employees' need for flexible support from the company, which can help employees overcome personal problems and affect discipline (Kusmana et al., 2024).

It was found that employees said that personal habits made them late for work. This can be seen from the results of the interview, which said that employees were late for work. After all, they woke up late because they were playing *games* or hanging out with their friends. This underscores the importance of time management and maintaining a balance between personal activities and work responsibilities. Work responsibilities are obligations that a person has in a certain position or role in the workplace to carry out tasks and achieve goals that have been determined by the organization (Lovenda et al., 2020).

Poor sleep habits due to activities such as playing *games* until the early hours of the morning have been shown to contribute to fatigue and lack of focus during work hours (Habibi, 2021). This can lead to delays that are detrimental to productivity, as well as affecting overall performance. Uncontrolled technology and social media addiction have also been reported as a source of wasted time at work. Technology addiction is a condition in which a person experiences excessive urges or dependence on the use of electronic devices, such as *smartphones*, tablets, or computers, to the point of disrupting aspects of daily life (Chairman et al., 2019).

People who are addicted to gadgets tend to have difficulty breaking away from their devices and feel restless or uncomfortable if they do not use them. This addiction can have negative impacts on mental health, such as increasing stress and anxiety, as well as reducing the quality of social interactions, productivity, and life balance. Spending excessive time on digital entertainment not only triggers irregularities in sleep routines but



also has the potential to disrupt concentration and discipline in work schedules (Musman, 2021).

Discipline is a feeling of obedience and adherence to the values that are one's responsibility (Anggara & Ahluwalia, 2023). Organizations often address this issue through time management training programs or strict discipline policies to help employees prioritize their work responsibilities over non-urgent recreational activities (Lubis & Nasution, 2023).

Therefore, the researcher concluded that the problem of employees continuing to be late was due to their habits of needing help managing themselves. Time with good causes Employees to wake up late, and this results in being late for work.

Findings indicate that the absence of rewards or gatherings as employee appreciation has demotivated employees, particularly in addressing tardiness. Tangkuman et al. (2015) define *rewards* or awards as an effort to foster a sense of recognition in the work environment, where these efforts touch on aspects of compensation and relationships between workers. *Rewards* can be in the form of job promotions, wages, coworkers, and the work itself (Tangkuman et al., 2015). *Rewards* can improve employee performance/productivity because employees are motivated to work better when their efforts are recognized or appreciated through the provision of these gifts (Dymastara & Onsardi, 2020). Conversely, employees tend only to show good performance when there is a *reward system in a company*. They think that working hard or working lazily will get the same salary without incentives in the form of *rewards*.

Gathering is a program that companies routinely carry out every year in order to maintain *employee relations* (Rizky & Tumanggor, 2022). This *gathering program* is carried out in the form of a special employee vacation and is useful for strengthening relationships between fellow employees regardless of level and rank. Research results Rizky & Tumanggor (2022) proved that *gathering activities* can improve employee performance. Yoga (2022) also found that *gathering* can bridge communication between employees and leaders so that a good communication climate can be established within the institution, which ultimately increases employee work productivity.

This issue is related to the importance of motivation in work, where motivation is one of the factors that can affect performance. The success of an organization in achieving its goals is highly dependent on employee performance (Linando, 2021). Motivation is something that can provide stimulation, desire, and passion so that it can move a person or group to achieve goals that ultimately aim to provide satisfaction and

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pleasure (Dewi et al., 2023). With high motivation in employees, they will feel more moved in doing their work and also in their activities accompanied by a sense of pleasure and satisfaction (Riyadi, 2022). An employee will always try to do their work with high enthusiasm so as to create maximum results. The role of motivation also comes from outside and from within.

External motivation can be in the form of providing motivation standards given by the organization to employees who work (Sutrisno et al., 2023). Internal motivation can be in the form of the employee's desires and goals in wanting something from within himself so that he will be motivated to do his job with good performance. The right motivation will produce good employees, too, because motivated employees will have an increase in doing their work, such as being more enthusiastic and having a sense of satisfaction and pleasure obtained from work. With good performance from employees, the organization's standard goals will also be achieved well.

Therefore, if the motivation given is higher and more appropriate, it will result in high and appropriate employee performance; conversely, if it is lower and worse, it will result in low and poor employee performance (Sumantri et al., 2023). Therefore, the researcher concluded that the problem of employees continuing to be late is due to the lack of motivation they get; in this case, the motivation referred to by PT X employees is the *gathering and best employee programs*.

Employees found that the training provided by company No evenly distributed. Training that does not evenly make employees own not quite enough low answers (Prabawa & Supartha, 2018). Job training is a process of improving employee skills and knowledge that aims to improve employee performance, from being unsatisfactory due to a lack of skills to being better (Safitri, 2019). In addition to improving skills and knowledge, job training also aims to help solve operational problems, prepare employees for promotions, meet personal growth needs, and orient new employees to the organizational ecosystem (Safitri, 2019). Wirabuana & Linando (2024), find that training can increase competence, add knowledge and insight, and increase *soft skills* in activity marketing.

The same source found that employee training is useful in meeting human resource planning needs and helping employees improve and develop their personalities. Subroto (2018) gives meaning to training as an organized effort to improve employee performance and increase work efficiency that contributes to the success of the company. Pratiwi et al. (2023) detail that training affects employee performance, where good



training is useful in increasing employee awareness of external culture and competitors and helping employees become experts in new technology.

Work discipline is inseparable from management actions to provide enthusiasm for implementing organizational standards; this is training that leads to efforts to justify and involve employee knowledge, attitudes, and behaviors so that there is a willingness in employees to move towards better cooperation and achievement (Julianto, 2019). Work discipline can be improved through regulations related to working hours and operational standards that are implemented in an orderly manner (Pratiwi et al., 2023).

Training is a process designed to help employees learn new skills, knowledge, and attitudes. As a result, employees will make changes or transformations to improve their performance (Lestari & Afifah, 2020). These improvements ensure that employees and organizations can do things better, faster, and easier, with higher quality and better return on investment (Lestari & Afifah, 2020).

PT X has held training, but it is not evenly distributed to all employees. Therefore, employees who do not receive training do not experience improvements in knowledge and skills, and their performance does not increase. Therefore, the researcher concluded that the problem of employees continuing to be late is due to the lack of training they receive. Structured and targeted training can increase employee engagement. When employees feel that the company is investing in their development, they are more satisfied and feel appreciated in their roles.

Through training, companies demonstrate their commitment to employee career development. Employees who feel appreciated and given the opportunity to develop will tend to be more loyal to the company. So indirectly, if employees feel involved in the company, it will reduce *their indiscipline*, and employees will try to become better employees. With training, they are more involved in their work, have greater commitment, and work with high motivation to achieve company goals.

It was found that employees said that they had difficulty managing time between work and family. This issue is related to the concept of WLB. According to (Suku & Susanty, 2022), *Work-Life Balance* is a person's ability to balance work demands with personal and family needs. In addition, Cintantya and Nurtjahjanti (2018) explain that *work-life balance* is a state when a person is able to share roles and feel satisfaction in their role as indicated by low levels of *work-family conflict* and high levels of *work-family facilitation* or *work-family enrichment*. Peter, Kavitha, Santhosh, & Jayarajan (2019) define *work-life balance* as a broad concept that includes determining the right priorities



between "work" (career and ambition) on the one hand and "life" (health, pleasure, leisure, family, and spiritual development) on the other.

Based on the definition above, *work-life balance* is the existence of a balance of time to carry out personal and family life outside the demands of the work being done. Wonua et al. (2023) stated that WLB has a positive effect on employee performance, meaning that when someone has a balance between their work life and personal life, employee performance will increase, and vice versa. Therefore, the company needs to create an environment supportive work balance between life work and personal so that workers' mental health will also be improved and have an impact on productivity (Hidayat & Linando, 2024).

Therefore, the author concludes that it seems that the problem for employees is *their work-life balance*. To anticipate this, perhaps the company can provide 3 categories for family factors: interests due to family illness, interests due to the wife giving birth, and interests due to family or relatives passing away.

In the findings, employees said that the lack of leadership (HRD) was a triggering factor for them to continue being late. This happened because leaders did not *monitor* their subordinates. Thus, in carrying out work, employees feel that there is no superior to be afraid of, and there is no strict punishment that deters employees.

According to Permatasari (2015), one of the factors that influences work discipline is the presence or absence of supervision from the leadership. Leadership plays a crucial role in the success of an organization, especially in motivating and motivating employees to carry out various organizational activities effectively (Siagian, 2018). This is supported by statements from several employees who stated that even though there was an absence, employees still often entered and exited the company during working hours to eat or rest. This is proven by the lack of direct supervision, which increases disciplinary violations. The HRD vacuum in supervision provides a loophole for employees to ignore the rules without clear consequences.

This issue is related to the concept of Fiedler's Contingency theory; in this theory, it is stated that leadership in an organization is an important part because human resources are the greatest asset in it. Leaders can use their power to give rewards, punishments, and influence so that employees or subordinates behave according to company goals. Fred E. Fiedler put forward *Fiedler's LPC Contingency Model theory*, which states that a leader is said to be effective if his personality leadership style does not hamper him and the situation in the management groups (teams) in his company if

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he is able to match or combine these situational factors appropriately to direct the achievement of company goals (Dereli, 2012).

Triasari (2014) stated that Fiedler's model is moderated by three situational factors: task structure, power, and leader-subordinate relationships. Contingency theory or model (Fiedler, 1967) is often called situational theory because it suggests leadership that depends on the situation. Fiedler's contingency model or theory sees that effective groups depend on the match between the leader's style interactions with his subordinates so that the situation becomes a controller and influences the leader.

The high or low performance of a group is influenced by the extent to which the leader can control and influence a particular situation, or it can be said that the model assumes that the leader's contribution to the effectiveness of group performance depends on the leadership style (Suwarno & Bramantyo, 2019) and the favorableness of the situation (*the favorableness of the situation*) faced (Zulaihah, 2017). Because situations vary greatly along different dimensions, it is only reasonable to assume that no one leadership style or approach will always be the best.

However, the most effective strategy will likely vary from situation to situation. Acceptance of this basic reality underlies the theory of leader effectiveness developed by Fiedler, who describes his theory as *the Contingency Approach*. The central assumption of this theory is that a leader's contribution to the successful performance of his or her group is determined by both the characteristics of the leader and by variations in conditions and situations. This theory also emphasizes that leadership does not occur in a social or environmental vacuum (Zulaihah, 2017).

Leadership effectiveness depends on the interaction between leadership style and the specific situation. In a situation of leadership vacuum, there can be a decrease in discipline due to the need for more consistent control and direction from the leader (Aziizah, 2024). With adequate leadership, employees have a guide or standard of behavior to follow (Hakkak et al., 2022) so they can gain motivation and discipline in carrying out their duties. This vacuum often leads to ambiguity, low productivity, and poor work discipline (Machmud, 2020).

Therefore, the researcher concluded that the problem of employees continuing to be late was because there was a lack of leadership, so no one was respected, and no one controlled the employees directly.

It was found that employees felt that punishments such as reprimands and deductions from meal allowances did not affect them (Sinaga, 2020). Punishment is one



of the policies enforced by an organization/company that is made in the rules regarding what should and should not be done. This policy talks about giving appreciation to those who have a good work ethic, as well as giving punishment to violators who violate the rules (Muhtar et al., 2023). The punishment policy has a very vital nature, so in its implementation it must be fair and as it should be (Muhtar et al., 2023).

Punishments at PT X fail to deter employees, leading to repeated tardiness. Although it has implemented a policy of cutting meal money as a form of sanction, this policy has proven to need to be revised to influence the behavior of employees who are accustomed to indiscipline. Some employees feel that light punishments such as reprimands and cutting meal money do not have a significant deterrent effect on their discipline, so negative behavior such as lateness often continues to occur (Sinaga, 2020).

Behavior changes theory by Lewin (1951) in Mellita & Elpanso (2020) states that behavioral change requires more comprehensive interventions, including training and support programs, which help employees change old habits and build new, more disciplined behavioral patterns. Churchwell et al. (2006) identified two main approaches to fostering work discipline, namely the positive discipline approach and the progressive discipline approach.

Less strict punishments tend to be ignored and can even cause employees to underestimate existing regulations because the sanctions received are considered not disturbing enough to their welfare (Fajar et al., 2018). In the context of human resource management, the application of stricter punishments can be an effective step to enforce discipline (Salam et al., 2020). Strict but proportionate punishments serve as a reminder of the real consequences of disciplinary actions, which ultimately helps create a more compliant and productive work culture (Yuniawati, 2020).

Therefore, the researcher concluded that employees continue to be late because the punishment received by undisciplined employees has no impact on them, making employees trivialize the punishment.

The concept of Human Resource Management (HRM) is very relevant to be used as a reference in overcoming discipline problems at PT X with the aim of achieving synergy between employees and the company. Human Resource Management views each employee as an asset that must be managed optimally to achieve common goals (Indriasari & Angreany, 2019). This concept bases human resource management on the concept that employees are not just machines or business resources but humans with unique needs, motivations, and behaviors (Radinal, 2017).



Churchwell et al. (2006) identified two main approaches in coaching discipline: Work For manage source (Power Human: 1) Approach Discipline Positive: Approach This focuses on correcting behavior without punishment. The goal is to identify problems and provide guidance for desired behavior rather than to impose sanctions. Includes counseling, written documentation, a final warning, and the final step if the employee fails to follow the work plan and their behavior worsens is termination. 2) Progressive Discipline Approach: Uses a gradual process to shape employee behavior. This procedure usually begins with a verbal and written warning before termination. This approach focuses on modifying increasingly serious behavior if the employee continues to exhibit bad behavior.

Based on a statement from MS.A., the company has recorded employee tardiness every month and read it in *the morning briefing*, which shows an effort to increase employee awareness and accountability for their working hours. The socialization that is carried out routinely is also one of the company's efforts to ensure that every employee understands company regulations and has the same understanding of the expected disciplinary standards in accordance with the HR function. A humanistic approach is very important in creating a conducive and disciplined work culture.

Based on the concept of HRD, companies need to improve the monitoring system and provide strict sanctions to build a progressive discipline attitude. This aims to encourage employees to correct their mistakes by voluntarily changing their behavior (Rivai, 2020). A number of strategies that have been implemented to overcome discipline problems still need to be more effective and have a deterrent effect. As expressed in interviews, one of the factors that influences employee discipline is the vacancy of the HRD position. According to Permatasari (2015), several factors that influence work discipline are the role model shown by company leaders, the existence of clear rules as guidelines, and supervision carried out by leaders. Thus, the vacancy of the HRD role has a very significant impact on employee supervision and discipline.

The company has implemented various preventive measures to address the problem of employee tardiness. One of them is implementing meal allowance deductions as a sanction for employees who are late. Based on responses from technical employees, this deduction is only sometimes effective in providing a deterrent effect because indiscipline still occurs even though it has been implemented. MR. A noted that meal allowance deductions were made by considering the tolerance limit for tardiness, but this was not enough to significantly change behavior.



Technician MR. D explained that in his experience when he was late, he faced several disciplinary actions. Initially, he experienced a reduction in his meal allowance and was reprimanded by his division head. If his lateness continued, he was then called by HR, which was previously held by Mr. Agung but is now carried out by MS.B and his division head. If the problem of lateness continues, then he will receive a Warning Letter (SP) from 1 to 3.

This analysis shows that although the company has a clear sanction system, a more in-depth and personal solution approach is needed to enforce discipline. The presence of the HRD head is very important to ensure consistency and effectiveness in implementing disciplinary actions and to provide better support and guidance to employees in improving their behavior.

Technician MR. C said that during his lateness, he was only reprimanded by Mas Micky. Fortunately, he never received a Warning Letter (SP) because after being reprimanded, he tried to improve his attendance even though sometimes he was still late. This statement shows that even though the company has given a reprimand through its direct superior, lateness still occurs periodically. Although there is no severe sanction, such as a warning letter (SP), the technician responded positively to the reprimand by improving his absence. However, the real challenge is how to encourage sustainable behavioral change, considering that lateness still occurs again after the reprimand.

MR confirmed this. C, MR. D, and MR. S, who all felt a decline in the quality of supervision and discipline enforcement due to the absence of HRD. In addition, too much freedom in setting working hours for some divisions contributed to this problem. MR. C stated that without direct supervision, late behavior became increasingly difficult to detect and handle effectively.

In this case of ongoing indiscipline committed by employees, Ms. B highlighted that employees who violate company rules seem to face no consequences. In contrast, employees who comply with the rules feel less appreciated. Ms. B pointed out that the lack of appreciation for disciplined employees creates inequality and reduces their motivation. This underscores the need for a fairer and more consistent reward system to create a more balanced work environment and encourage all employees to follow the rules without any detrimental behavior.

Meanwhile, MS. A. from HRD added his views on the challenges in managing employee discipline. MS. A stated that it is difficult to change employees' habits even though the company has implemented policies such as cutting meal allowances and

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direct calls for counseling. He explained that disciplinary enforcement is often hampered by uncooperative or unclear employee attitudes, which complicates the process of identifying problems and formulating effective solutions.

The interview results show that the impact of the vacant HRD position on employee discipline is quite significant, as expressed by employees in various divisions. They stated that without an HRD who is directly responsible, enforcement of disciplinary rules becomes weak, and violators of the rules do not receive clear sanctions. As a result, some employees become more relaxed in complying with working hours, which leads to high levels of tardiness.

According to organizational management theory, a well-functioning HRD is very important in ensuring fair and consistent rule enforcement in an organization (Hasibuan, 2017). Thus, to strengthen this effort, companies can consider a more active role of HRD in supervision and discipline development, including the implementation of a more formal reward and punishment system, discipline training, and direct supervision of employee daily performance.

Strategy adjustment is also an important step in ensuring the success of the company's efforts to improve employee discipline. Based on the findings of the evaluation, the company can make changes or adjustments to the strategies that have been implemented. For example, suppose the evaluation shows that motivational activities have not had the expected impact. In that case, the company can consider changing the type of reward or increasing the frequency of the activity. Likewise, if there are weaknesses in the enforcement of company rules, the company can strengthen the enforcement process by imposing stricter sanctions or increasing supervision of disciplinary violations.

CONCLUSION

PT X faces several challenges in improving discipline and attendance among employees. Factors causing delays include personal habits such as poor time management, low work motivation, and lack of awareness of the importance of discipline in carrying out professional responsibilities. In addition, the absence of compensation provided by the company also contributes to low work motivation in employees; the existence of a vacant HRD head position and lack of supervision also result in disciplinary violations, often not receiving strict sanctions.



The conclusion of this study highlights that the vacancy of the HRD position at PT.X has a significant impact on employee attendance discipline. The absence of an HRD acting as a liaison between management and employees results in inadequate supervision and evaluation of employee discipline. With a head of HRD, the company can implement discipline policies consistently and provide the necessary follow-up to fix discipline problems.

In addition, the researcher concluded that the problem of employees continuing to be late is due to their habits of not being able to manage time well, which causes employees to wake up late and has an impact on work delays. The problem of employees continuing to be late is also due to the lack of motivation they get; in this case, the motivation referred to by PT.X employees is a *gathering* and *best employee program*. PT. X has held training, but it is not evenly distributed to all employees, so employees who do not receive training do not experience improvements in knowledge and skills, so they cannot increase employee engagement. Therefore, the researcher concluded that the problem of employees continuing to be late is due to the lack of training they receive.

Another reason that causes employees to continue to be late is that they need help managing their time between work and family. In addition, employees feel that punishments such as reprimands and deductions from meal allowances do not affect them. The punishments given by PT.X do not deter employees, and they continue to be late again. Although the company implemented meal allowance deductions as sanctions, this policy has proven ineffective in influencing the behavior of indisciplined employees. Less strict punishments tend to be ignored and can even cause employees to trivialize existing regulations because the sanctions received are considered not to be disruptive enough to their welfare.

Based on the conclusion, we suggest some recommendations for PT. X:

1. The company must promptly fill HRD positions with competent individuals to enforce discipline and ensure adherence to company regulations. That thing in accordance with the duties and functions Head of HRD, namely in making decisions related to disciplining employees.
2. Companies can cut the salaries of employees who are still late. With the salary cuts, it is hoped that employees who are indisciplined will feel deterred.
3. Develop programs like training, rewards, and incentives to improve discipline.
4. HR must build an effective monitoring and evaluation system to ensure employee discipline is maintained.



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