Factors Affecting the Employees Work Discipline of PT. Asshidiq Cater Indonesia

Maya Damayanti[1], Idqan Fahmi[2], Imam Teguh Saptono[3]

[1,2,3] Bogor Agricultural University, Business School

Email: mayadamayanti@gmail.com

Abstrak

Disiplin kerja dalam suatu organisasi sangat diperlukan untuk menunjang daya saing perusahaan dalam jangka panjang. Tujuan organisasi atau perusahaan akan sulit tercapai jika tidak ada disiplin kerja yang baik. Penelitian ini bertujuan untuk mengetahui faktor-faktor yang mempengaruhi disiplin kerja PT. Asshidiq Cater Indonesia dengan menggunakan teknik analisis Structural Equation Modeling (SEM) dan merumuskan strategi peningkatan disiplin kerja karyawan. Data dalam penelitian ini merupakan hasil survei terhadap 50 karyawan PT. Asshidiq Cater Indonesia yang kemudian dianalisis menggunakan metode Structural Equation Modeling (SEM). Berdasarkan hasil analisis, peneliti merekomendasikan kepada PT. Asshidiq Cater Indonesia untuk menetapkan aturan pasti terkait disiplin kerja serta sanksi hukuman bagi karyawan yang melanggar peraturan; pengawasan disiplin kerja secara terus menerus oleh pimpinan agar pegawai merasa diawasi dan memberikan teguran baik lisan maupun tertulis bagi siapapun yang melanggar disiplin kerja sehingga menjaga kedisiplinan pegawai PT. Asshidiq Cater Indonesia sedang naik daun.

Kata Kunci: *Disiplin kerja, Karyawan PT Asshidiq Cater Indonesia, SEM*

Abstract

Work discipline in an organization is needed to support the company's competitiveness in the long term. Organizational or corporate goals will be difficult to achieve unless there is good work discipline. This study aims to determine the factors that affect the work discipline of PT. Asshidiq Cater Indonesia by using Structural Equation Modeling (SEM) analysis techniques and formulating strategies for improving employee work discipline. The data in this study is the result of a survey of 50 employees of PT. Asshidiq Cater Indonesia which was then analyzed using the Structural Equation Modeling (SEM) method. Based on the results of the analysis, the researcher recommended to PT. Asshidiq Cater Indonesia to establish definite rules related to labor discipline as well as punitive sanctions for employees who violate the regulations; supervise work discipline continuously e by the leadership so that employees feel supervised and give reprimands either verbally or in writing for anyone who violates work discipline so that the discipline of PT employees. Asshidiq Cater Indonesia is on the rise.

Keywords*: Work dicipline, Employee of PT Asshidiq Cater Indonesia, SEM*

INTRODUCTION

Human resource management is one of the important factors supporting the success of an organization or company. According to Sutrisno (2009) human resources are the main element for the success of a company, thus companies cannot rely solely on excellence in technology and financial capabilities. Human resources are an essential element of the company because these elements regulate and run other resources owned by the company.

To support the company's competitiveness in the long term, human resources are needed who are willing to work and pay attention to work time or work discipline properly.

Because if employees are not disciplined in carrying out their work, there will be a possibility of negligence in carrying out their duties.

This of course also applies to PT. Asshidiq Cater Indonesia. PT Asshidiq Cater Indonesia is a company engaged in catering services located in Pondok Betung South Tangerang. PT Asshidiq Cater Indonesia was founded in 2007 and has a culture of B.E.S.T (Good, Delicious, Syar'i, Punctual). As of this writing, PT. Asshidiq Cater Indonesia has served more than 141,000 customers. In order to realize B.E.S.T, PT Asshidiq Cater Indonesia began to implement the ISO 9001: 2015 standard. PT Asshidiq Cater Indonesia began implementing the ISO 9001:2015 standard which is a Quality Management System certification that focuses on processes and consumers.

One of the main purposes of a quality management system is to act as a preventive tool. Consequentlty, this standard does not have a separate clause or sub-clause on precautions. The concept of preventive action is expressed through a risk-based thinking approach to formulate quality management system requirements. Risk0based thinking hels an organization to determine factors that can cause its processes and quality management system to deviate from planned results, putting preventive controls in place to reduce negative impacts.

A good quality management system can be supported by the work discipline of employees in the company. For companies, the existence of work discipline will guarantee the maintenance of order and the smooth implementation of tasks, so that maximum results are obtained. And for the employees themselves, a pleasant working atmosphere will be obtained so that it will increase morale in carrying out work which will make it easier for the company to achieve its goals. So, discipline is one of the keys to a company's success in achieving its goals.

However, the work discipline data of PT. Asshidiq Cater Indonesia still shows numbers that are not optimal. Percentage of delays in PT. Asshidiq Cater Indonesia in 2018 was at 42.45%. This figure then rose to 47.94% in 2019 before finally falling to 37.85% the following year. This data shows that the employee delay rate is still quite high in the last three years.

PT. Asshidiq Cater Indonesia has made several efforts to improve employee discipline. One of them is to provide a Warning Letter (SP) to employees who commit violations. The SP grant data is presented in table 1 below.

Table 1. Number of employees sanctioned for the 2017-2019 period

No	Sanksi Peringatan	2018 Frekuensi	2019 Frekuensi	2020 Frekuensi
1	SP 1	8	22	28
2	SP 2	-	10	12
3	SP 3	1	2	4

The data shows that in the last three years, the number of employees who get SP has increased every year. It is with this that the higher the number of employees who get SP means that the work discipline of employees within the company is low and vice versa the lower the number of employees who get SP means the work discipline of employees is higher. Given the importance of discipline in a company or organization, the study will analyze the factors that affect the work discipline of Employee PT Asshidiq Cater Indonesia and formulated a strategy to improve employee work discipline.

METHODS

The data taken in this study were all respondents at PT Asshidiq Cater Indonesia. According to Sugiyono (2017) it is stated that population is a generalized area consisting of objects or subjects that have certain quantities and characteristics that are determined by researchers to be studied and then drawn. The population data in this study are employees at PT Asshidiq Cater Indonesia, which number 50 employees. By looking at the number of employees who are classified as not many and can be affordable, the sample in this study

uses the census method, namely by determining the population based on 50 employees at PT Asshidiq Cater Indonesia.

Table 2. Variable Specifications

Variable		Indicators	
Dependent (Y)	Work discipline (Y)	Y1 Time discipline Y2 Regulatory discipline Y3 Disciplinary responsibility	Robbins (2005)
Independent (X)	Compensation (X_1)	X1.1 Basic Salary X1.2 Office facilities	Hasibuan (2012)
	Exemplary Leadership (X_2)	X2.1 Decision-making ability X2.2 Motivating ability X2.3 Communication capabilities	Karono (2014)
	Definite rules (X_3)	X3.1 Regulatory regulations X3.2 Standard operating procedures (SOPs)	Sutrisno (2014)
	Leadership Courage (X_4)	X4.1 Leadership courage in taking action	Sutrisno (2014)
	Leadership Oversight (X_5)	X5.1 The implementation of the specified task (job description) X5.2 Monitoring the implementation of work discipline	Sutikno (2012)
	Leadership Attention (X_6)	X6.1 Successful leaders pay attention to their subordinates	Sutrisno (2014)

The following is an explanation of the operational definition of variables. Independent Variable (X)
1. Compensation (X1) with indicators namely basic salary and office facilities.
2. Exemplary leadership (X2) with indicators namely decision-making ability, motivating ability and communication skills.
3. Definite rules (X3) with indicators namely regulatory regulations and standard operating procedures (SOPs).
4. Leadership courage with (X4) with an indicator that is the courage of the leader in taking action.
5. Leadership supervision (X5) with indicators, namely the implementation of predetermined tasks (job description).
6. Leadership attention (X6) with indicators, namely leaders who succeed in paying attention to their subordinates.
7. Dependent Variable (Y) As a bound variable in this study is work discipline with indicators including time discipline, regulatory discipline and responsibility discipline.

The research model used in this study is a tiered structure model and to test the hypothesis proposed will use the SEM (Structural Equation Modeling) analysis technique. SEM was used in this study to measure the factors that influence discipline according to Singidimedjo (2009).

RESULTS AND DISCUSSION
Research results Respondent profile
The correspondent results of the combined analysis of three variables Gender, age and department showed that male dominance in the respondent's profile could be parsed by age and department, as can be seen in the picture of men with 25-30 years of age dominant in the RPH department. Men aged 20-25 years are dominant in the sales &marketing and Finance & Accounting departments. Women are actually dominant in production with the age of 41-50 years. Males aged 31-40 years are dominant in the HR&GA department.

Different Test Results (T-Test)

The results of the average difference test showed that only the compensation variable had a probability value of 0.011 smaller than alpha 5% meaning that there was a significant average difference between the perceptions of men and women. Women's perceptions were higher (4.78) compared to men's (4.29). The results of all variables other than compensation showed a probability value greater than alpha 5% meaning that there was no significant difference in perception between men and women towards Work discipline (Y), Leadership Example (X2), Definite Rules (X3), Leadership Courage (X4), Leadership Supervision (X5) and Leadership Attention (X6).

Difference Test Results (ANOVA)

The results of the average difference test based on the age of respondents showed that only the compensation variable had a probability value of 0.018 smaller than alpha 5% meaning that there was a significant average difference between perceptions based on age . The lowest average is in the 26-30 year age range of 3.94 years and the highest average is in the 20-25 year age range of 4.59. The results of all variables other than compensation showed a probability value greater than alpha 5% meaning that there was no significant difference in perception based on age towards Work discipline (Y), Leadership Example (X2), Definite Rules (X3), Leadership Courage (X4), Leadership Supervision (X5) and Leadership Attention (X6). The results of all variables based on the employee's work department showed a probability value greater than alpha 5% meaning that there was no significant difference in perception based on the department towards Work discipline (Y), compensation (X1), Leadership Example (X2), Definite rules (X3), Leadership Courage (X4), Leadership Supervision (X5) and Leadership Attention (X6).

Respondents' Perceptions of Employee Work Discipline

The Work Discipline Variable (Y) is measured using three indicators, namely time discipline, regulatory discipline and responsibility discipline. Researchers get mode 3 on time discipline, mode 4 on regulatory discipline and mode 4 on responsibility discipline. These results show that according to respondents the time discipline of PT. Asshidiq Cater Indonesia has not been maximized so it needs to be improved while for regulatory discipline and responsibility discipline is good enough and can still be improved for the better. The compensation variable (X1) is measured using two indicators, namely basic salary and office facilities. Researchers get mode 4 for basic salary and mode 4 for office facilities. These results show that according to respondents, the compensation provided by PT. Asshidiq Cater Indonesia is already quite good and can still be improved for the better. The leadership exemplary variable (X2) is measured using three indicators, namely the ability to make decisions, the ability to motivate and the communication ability of the leader. Researchers get mode 4 on the leader's ability to make decisions, mode 4 on the leader's ability to motivate and mode 5 on the leader's ability to communicate. These results show that the exemplary respondents of the leaders at PT. Asshidiq Cater Indonesia is already quite good and can still be improved for the better. The definite rule variable (X3) is measured using two indicators consisting of regulatory regulations and operational procedures (SOPs). Researchers get mode 4 on written work discipline regulations, mode 4 on regulations has been delivered to employees and mode 3 on setting punitive sanctions. These results show that the respondents agreed to the regulations on work discipline that have been set by PT. Asshidiq Cater Indonesia has been quite good and the regulations have been well conveyed by the company to all employees. The establishment of punitive sanctions in grades is good enough but needs to be redesigned to make it even better. The leadership courage variable (X4) is measured using one indicator, namely the courage of the leader in taking action. The researcher gets mode 3 on the lead giving verbal reprimand, mode on the leader giving a written reprimand and mode 4 on the provision of punitive sanctions. This shows that the respondent's

commitment factor in taking action related to work discipline has not been maximized, meaning thatthe leader has not optimally reprimanded his employees who violate the regulations. So the courage factor of the leadership needs to be improved for the better.The variable of leadership supervision (X5) is measured by two indicators, namely the implementation of predetermined tasks (Job Description) and Monitoring the implementation of work discipline. Researchers found mode 4 on the schedule of work hours and mode 4 on supervision of employee work discipline. This shows thatthe respondents' leadership supervision factor carried out to evaluate the level of employee work discipline is quite good and can still be improved for the better.The leadership attention variable (X6) is measured by one indicator, namely the leader who manages to pay attention to his subordinates. According to respondents, the leadership's attention to their subordinates has not been maximized and needs to be improved for the better.

Measurement Model Testing (Outer Model)

The first test of the measurement model is the Convergent Validity value test. From the results of data processing with SmartPLS, there are 2 (two) indicators whose outer value is below 0.7 (red color), namely X1.2 and X6.3. While other indicators have values above 0.7 and are said to be valid. Variables that have a value above 0.7 are then used in this study. The second measurement model test is the Discriminant Validity test. From the test results, it was found that the value of the correlation of the counter with the indicator is greater than the value of the correlation with other constrax. Thus that all latent constraks or variables already have a good discriminant validity, where the indicators on the yellow block are better than the indicators in the other blocks. The third measurement model test is the Average Variance Extracted (AVE) value test. The results of the AVE test showed that all latent variables used in this study were valid because they met the recommended AVE value (>0.5). The fourth measurement model test is Composite Reliability > 0.7 and Cronbach Alpha > 0.6. From the results of SmartPLS output in this test, it shows that all constructs have a composite reliability value above 0.70 and Cronbach's alpha above 0.60. So it can be concluded that the construct has good reliability.

Structural Model Testing (Inner Model)

Based on the test results, the R square Adjusted value of each equation is already above 30 percent (0.3). An r square adjusted value of 0.590 means that the independent variable is able to describe the dependent variable (work discipline) by the remaining 59 percent by other variables outside the model. Testing the Q-square value shows that the Q-square value is greater than 0 (zero) indicating that the model has a predictive relevance value. Goodness of fit (gof) testing shows a value of Gof = 0.693, the gof is already large because it is above 0.38. Meanwhile, in the calculation of the Multicolonearity Assumption (VIP), it is found that all VIF values < 10 so that they are free of multicolonenarcity assumptions.

Hypothesis Testing

From these results, the example of the leadership, the definite rules and the courage of the leadership together have a positive and significant effect on employee work discipline. This indicates that the increase in work discipline of PT. Asshidiq Cater Indonesia will occur if it is supported by the example of the leadership, definite rules and the courage of the leadership in making decisions related to work discipline.

Table 3 Hypothesis Tes

Influence Relationships	Coefficient	T Statistics	P Values	Conclusion
Compensation -> Work discipline	0.095	0.878	0.190	No significant Effect
Exemplary Leadership -> Work discipline	0.404	2.332	0.010	Significant effect
Definite rules -> Work discipline	0.524	2.463	0.007	Significant effect
Leadership Courage -> Work discipline	-0.250	1.685	0.046	Significant effect
Supervision of Leaders -> Work discipline	0.087	0.485	0.314	No significant Effect

To further analyze the respondent's perception of the factors affecting the employee's work discipline is depicted in a four-quadrant cartesian diagram. Based on the diagram above, it is recommended to PT. Asshidiq Cater Indonesia in order to improve employee work discipline is by setting definite rules in writing which are then conveyed to all employees properly, including setting punitive sanctions for employees who violate work discipline regulations.
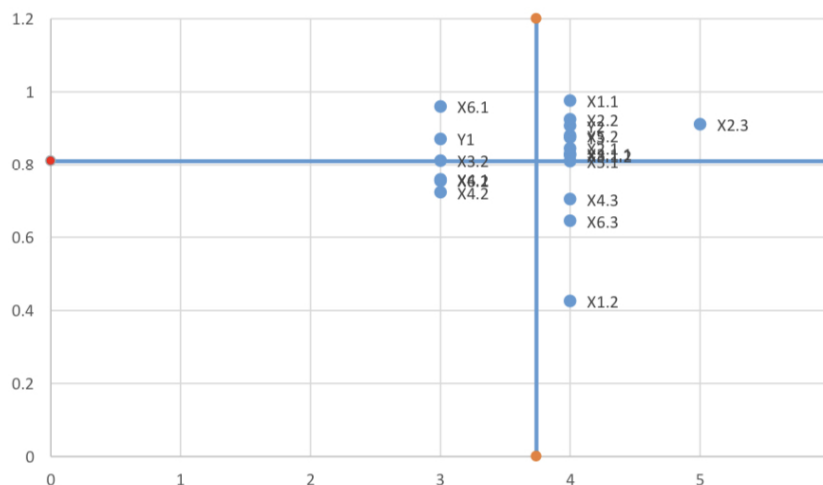
Figure 1 Respondents Perceptions of factors affecting employee work dicipline

CONCLUSION

Based on the results of data analysis and discussion, according to respondents of work discipline at PT. Asshidiq Cater Indonesia is good enough but it still needs to be improved on some of the indicators observed. Respondents assessed that the factor of discipline to working time, the factor of definite rules needs to be improved because respondents considered that the factor of definite rules has not been done well, including the courage of the leadership in giving reprimands both orally and in writing.

The results of the hypothesis test showed that the work discipline of PT. Asshidiq Cater Indonesia is directly influenced by the example of leadership, definite rules and the courage of the leadership in making decisions. Thus, it is important to pay attention to exemplary indicators of leadership, namely the ability to motivate employees, indicators of definite rules such as written work discipline regulations, regulations submitted to employees, as well as the

determination of punitive sanctions and indicators of leadership courage in making decisions, namely the leadership giving verbal reprimands, leaders giving reprimands in writing and determining punitive sanctions by the company.

As forthe strategy that can be done by PT. Asshidiq Cater Indonesia in order to improve the work discipline of its employees is by redesigning definite rules including penalties set for employees who violate work discipline and conducting harmonious communication between leaders and employees.

REFERENCES

Amriany dkk. 2008. Iklim Organisasi yang Kondusif. Yogyakarta(ID): Pustaka Pelajar.

Anthony Robbins (2005). *Unlimited Power*. Batam (ID): Karisma Publishing Group.

Edy, Sutrisno. 2014. Manajemen Sumber Daya Manusia Cetak Keenam. Jakarta (ID): Pranada Media Group.

Ghozali, Imam. 2014. *Structural Equation Modeling: Metode Alternatif Dengan Partial Least Squares* (PLS). Semarang(ID): Universitas Diponegoro Semarang.

Hasibuan, Melayu, S.P. 2013. Manajemen Sumber Daya Manusia Edisi Revisi. Jakarta (ID): PT. Bumi Askara.

Hasibuan, Melayu, S.P. 2016. Manajemen Sumber Daya Manusia Edisi Revisi. Jakarta(ID): Bumi Askara.

Kartono, Kartini. 2014. Pemimpin dan Kepemimpinan. Jakarta (ID): PT. Raja Grafindo Persada.

Sampeliling A. 2015. Faktor-faktor Yang Berpengaruh Terhadap Kedisiplinan Kerja Pegawai Bagian Umum Dan Protokol Sekretariat Daerah Kabupaten Kutai Timur. *Jurnal Ekonomi dan Bisnis*. 12(1).

Singodimedjo. 2009. Dimensi dan Indikator Disiplin Kerja. Surabaya (ID): SMMAS.

Singodimedjo. 2016. Dimensi dan Indikator Disiplin Kerja. Surabaya (ID): SMMAS.

Stuart Emmel. 2001. *Manajemen SDM, Definisi Disiplin Kerja*. Jakarta (ID): PT. Bumi Askara

Sugiyono. 2020. Metode Penelitian Kualitatif untuk Penelitian Yang Bersifat Eksploratif, Enterpretif, Interaktif dan Konstruktif. Bandung (ID): Alfabeta

Sugiyono. 2017. Metode Penelitian Kuantitatif. Bandung (ID): Alfabeta

Sutikno, Sobry. 2021. Manajemen Pendidikan Langkah Praktis Mewujudkan Lembaga Pendidikan Yang Unggul. Lombok (ID): Holistica.

Umar Said HD, Permana AR. 2020. Analisis Faktor-faktor Yang Mempengaruhi Kedisiplinan Kerja Pada Karyawan PT. Skatindo Sarana Yogyakarta. Jurnal Perilaku dan Strategi Bisnis. 8(1).

Winda, Lana. 2016. Faktor-faktor Kedisiplinan Kerja Karyawan Pada PT. Bank Sinarmas, Tbk. Cabang Pontianak. Bisma. 1(7).