



Implementation of Work Discipline and Application of Employee Sanctions In PD. BPR Rokan Hulu

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ABSTRACT

This study was conducted at BPR PD Rokan Hulu, utilizing a qualitative descriptive analysis based on interviews. The primary objective was to investigate the disciplinary practices and the application of punishment among employees within the institution. The findings reveal that to enhance disciplinary diversity, BPR PD Rokan Hulu has established robust regulations and enforced sanctions effectively. This initiative demonstrates BPR PD Rokan Hulu's commitment to promoting diversity through structured training programs and the implementation of punitive measures. Despite these efforts, the study identified that there are still instances of indiscipline among some employees. Specific violations observed include habitual tardiness, absenteeism without prior approval from supervisors, and unexplained departures during official work hours. These actions not only contravene the company's established regulations but also undermine the overall disciplinary framework intended to foster a productive and efficient work environment. The research highlights the significance of continuous monitoring and reinforcement of disciplinary measures to ensure adherence to organizational norms and standards. Furthermore, it suggests that while the implementation of rules and sanctions is vital, BPR PD Rokan Hulu could benefit from exploring additional strategies to address the root causes of indiscipline. This could include more personalized training sessions, enhanced communication channels between employees and management, and the development of a more inclusive company culture that encourages respect for regulations. In conclusion, while BPR PD Rokan Hulu has made commendable strides in enforcing discipline and applying necessary sanctions, there is room for improvement. Addressing the lingering issues of employee indiscipline requires a multifaceted approach that not only penalizes non-compliance but also actively fosters an organizational culture that values punctuality, responsibility, and adherence to established guidelines.

INTRODUCTION

Employees are decisive factors in achieving the objectives of the company or agency effectively and efficiently, employees who are the drivers and determinants of the course of the organization. Employee is the human resource that should effectively participate in advancing performance and give added value to the company in every aspect according to its ability and competence. A very important factor in achieving high work productivity is the work discipline of the employees, as it is one of the determining factors for success and progress in the achievement of the company's goals. Discipline is the key to a company's success in





achieving its goals, discipline is operational human resource management of the most important because the better the employee's discipline, the higher the work performance it achieves.

Discipline is an important activity in a company, especially to motivate employees to act disciplinary in carrying out the work both individually and in groups. Besides, discipline is useful to educate workers to comply and abide by existing rules, procedures, or policies, so that can produce good performance.

Table. 1
Number of Employees Absence at PD. BPR Rokan Hulu
in 2018 up to 2022

| Tahun | Jumlah Karyawan | Efektifitas Berkerja | Absensi | | | Tingkat Absensi (%) |
|-------|-----------------|----------------------|--------------------------|-------------|-------------|---------------------|
| | | | Sakit dengan Ket. Dokter | Alpa (hari) | Jumlah izin | |
| 2018 | 21 | 2.385 jam | 13 | 12 | 22 | 0,04% |
| 2019 | 26 | 2.340 jam | 9 | 11 | 20 | 0,03% |
| 2020 | 27 | 2.340 jam | 13 | 12 | 20 | 0,04% |
| 2021 | 27 | 2.340 jam | 13 | 11 | 23 | 0,04% |
| 2022 | 27 | 2.340 jam | 11 | 11 | 20 | 0,03% |

Source : Data Processed, 2022

The level of employee discipline at PD. BPR Rokan Hulu for the last five years shows the level of instability of employment discipline and this is characterized by a decline in the percentage increase for the absence rate from year to year. Disciplinary violations committed by employees shall be subject to sanction or punishment of labour discipline in accordance with the provisions applicable by the authorized superiors. Sanctions must be given in accordance with procedures so that they do not negatively affect the work morale of members of the group. Disciplinary sanctions must be applied on the basis of logical considerations, reasonable and clearly informed to all employees.

Based on the type of sanctions given by the PD. BPR Rokan Hulu, disciplinary sanctions cover from warnings delivered directly to written warnings from being issued temporarily to withdrawal from work.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Discipline

Discipline is derived from the Latin "discipline" which means practice or education of decency and spirituality as well as development of habits. From the definition clearly stated that the direction and purpose of discipline is harmony and obligation, the life of groups and companies, both formally and non-formally.

In a small or large company with a large organizational structure, there is a need for rules to be followed and not violated by any intended employee in order for the organization's goals to be achieved effectively and effectively.

On the other hand, discipline is the awareness and willingness of a person to obey all the corporate rules and social norms that apply, Whereas work discipline is an attempt to set time in work that is done regularly by developing and following existing rules of work

Discipline has three forms of discipline:

1. Prefective discipline.

Prefectural discipline is the action of SDM to be pushed to wait for standards or regulations. The primary purpose is to encourage human resources to have a high level of personal discipline, so that the role of leadership is not too heavy for supervision or coercion, which can kill the initiative and creativity as well as human resources.





2. Corrective discipline
Is an action carried out after a standard or regulatory violation, such an action is intended to prevent further violations, it is usually a certain punishment that can be called a disciplinary action, among other forms of warning, scoring, dismissal
3. Progressive discipline
Is a disciplinary action repeatedly in the form of heavier punishment, with the intention of allowing the offender to repair himself before the heaviest sentence is imposed.

B. Performance

Work is something that is issued by a person as a profession, intentionally done to earn income. Work can also be meant as the expenditure of energy for the activities required by someone to a specific goal. An employee in the Complete Dictionary of Indonesian is a person who works for an institution (office, company, and so on) with a salary (salary); a staff member; a worker; an employee.

There are several types of workers:

1. Workaholic is a person who is addicted to work, very attached to the work and can not stop working.
2. Workshy is someone who is lazy, not willing to do the work, and work something disgusting.
3. Work Tolerances are people who work as little as possible to get the maximum result and see the work as something that is not pleasant but should be done.

C. Punishment

In principle, punishment is everything that can weaken behavior and tend to reduce the frequency of subsequent behaviour and usually consists of the demand for an unexpected consequence. The said sanction is an unpleasant consequence of a response to a particular behavior. Then generally sanctions are acts of torture imposed on a person who commits a certain offence or violation of the law and so on.

Based on the statement, it can be explained that sanctions are an unpleasant consequence of a particular behavioral response with the aim of weakening the behavior and reducing the frequency of subsequent behaviors.

The punishment is of two kinds:

1. Preferential sanctions, The sanction is intended to prevent a violation from occurring, so that it is done before the violation is committed. Examples of orders, prohibitions, surveillance, agreements and threats.
2. Repressive punishment The sanction that is imposed, for the existence of a violation, by the presence of a sin that has been committed. So the sanction comes after a mistake.

Punishment Factors Affecting.

Factors Affecting Sanctions

The phenomenon of employee and employee problems resembles what happens routinely in a company. It's just different in degree and frequency. From mild to severe. Therefore, some of the solutions have been organized through the formulation of new human resources strategies and policies, and some have been done personally. But to whatever extent, dealing with the problem of the worker and worker cannot be delayed, waiting for the problem to reach a critical point. If that's the case, it'll be more complicated. So it has to be anticipated and dealt with immediately.

According to Hasibuan the punishment should be applied on the basis of logical considerations, then reasonable and clearly informed to all employees. The penalty should not be too light and neither too heavy so that the penalty still educates employees to change their behavior.

The relationship between discipline and discipline is crucial to the growth of an organization, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. In addition, discipline is beneficial in educating employees to abide by existing rules, procedures and policies, so that they can produce good performance.

Sometimes the unknowledge of officials about the rules, procedures, and policies that exist is the cause of most indisciplinary action. One attempt to overcome such a problem is that the company has strong sanctions for employees to be more disciplined. Strict sanctions are the most important factor in improving





employee discipline. Good discipline reflects a person's great sense of responsibility for the tasks assigned to him. It will drive the passion for work, the spirit of work and the realization of the company's goals.

METHODS

This research will be carried out at BPR Rokan Hulu in 2023 Research Types and Data, described and obtained would facilitate a researcher in a series of research, the author using the data:

1. Primary data, which is a data obtained and collected from the activities of interviews to related parties such as historians, observers of history and tourism and culture of the city of Pekanbaru
2. Secondary data, which is a data obtained from a reliable source and the data is already in the form of a complete feed.
3. Research conducted the activity of direct interviews to Leaders and Employees at BPR PD Rokan Hulu by asking specific questions

In analyzing the data obtained from this research activity, the author uses qualitative descriptive methods, in which in this method attempts to describe and describe the conditions occurring on the object of research based on the data gained, then analyzed on the basis of relevant theories, and then can draw a conclusion

RESULTS AND DISCUSSION

1. Discipline work at the People's Credit Bank (BPR) Rokan Hulu.

In the activities of the People's Bank of Credit (BPR) Rokan Hulu. performed several stages of execution of work in accordance with the SOPs that have been established in the company. Based on an interview with one of the employees of Bank Perkreditan Rakyat Rokan Hulu namely Imra Gustin, SE on Monday, July 10th, 2017 at around 10:00 p.m., where he said that "There is a stage of the execution of the work done by the employees at Bank perkredititan Rakyat

At the PD.BPR Rokan Hulu, the officer who gives the discipline must follow the company's rules. The first comes on time, as the superior must come on time irrespective of the busy of the superior (non job). If the superior comes not on time then the inferior will not respect the superior because of the reason they also bias to come late because the superior is too late.

The bosses give rewards or bonuses to the hardworking employees so that they are motivated to work and obey discipline even better so that the stubborn and lazy in the work will know better why their salary is different, and they are expected to be motivated so as not to lazy at work.

In the PD.BPR Rokan Hulu the superior will give punishment or sanction to the employee who commits a mistake by giving a warning letter due to a minor mistake committed. The order of this SP is carried out regularly for 6 months if the error is still occurring, known as SP 2 and SP 3 or the last warning letter before the final decision of termination of the employment relationship. But it should be noted that if a violation is committed in a very serious category such as corruption then the direct bias is subjected to dishonest termination. The categories of violations granted by SP are governed by the internal rules in force in the PD.BPR Rokan Hulu.

The disciplinary process in the PD. BPR Rokan Hulu has not been implemented to all employees, there are some employees who violate the rules such as exit before the break, do not follow the morning briefing and neglect in work. It is not independent of the leadership of the top, so often there are employees who do not comply with the rules that have been established.

2. Dimensions of Work Discipline on PD. BPR Rokan Hulu

The size – the measure of discipline in the PD. BPR Rokan Hulu is seen from the presence and fixed working hours of the employees. Delayed entry or early return permits including early return due to illness (half-day permits) can be reduced by a point of -1. With an explanation for the late arrival or early returns permits must remain checklock when entering/leaving the office, otherwise it is considered half-day leave. Employees who do not use an ID card during working hours will be fined.





For an employee who is not permitted according to procedures, without the permission of the management, then the employee is deemed to be in breach of discipline or considered not to enter the office without consent. By sanction according to the provisions in force of a warning letter. However, from the author's observation of the measure of work discipline at the PD. BPR Rokan Hulu is still not implemented optimally because some employees violate the measures that have been established such as not using ID cards as well as late entry permits without giving clear indications.

The solution is to carry out strict surveillance and inspection of all PD. BPR employees Rokan Hulu so that violations can be terminalised so that the purpose of the disciplinary measure can occur efficiently.

Factors affecting the Working Discipline in the People's Bank of Credit (BPR) Rokan Hulu.

1. Rules are something that has been established by the company that is made to be obeyed so that the process of execution of work becomes more efficient and efficient. It can make work more disciplined and orderly.
2. That affects the discipline of the PD. Bank of People's Credit (BPR) Rokan Hulu. also seen from the simplicity of the leadership. The behavior of the superior will affect the inferior, because the leader will be an example and a guide by his subordinates. When a good leader's attitude is honest, firm, fair and in accordance with word and deed, it makes the employee disciplined, but if the attitude of the leader is reversed from the above, then what happens is that many employees are undisciplined and committing violations.
3. Justice affects discipline, if justice is not treated properly, then it causes a negative reaction to employees so many employees feel unfairly treated and consequently many employees are undisciplined and disobeying the rules. Therefore justice is urgently needed in institutions to cultivate discipline and not to commit transgressions.
4. The scope of the work area has a strong influence on the discipline, as the working environment will affect the working atmosphere and activity of employees.
5. So this discipline will happen by the will and will of each individual, how the responses and perceptions are thought and poured out through the behavior and attitude of the employee.

3. The punishment applied in the PD.BPR Rokan Hulu.

Each company will impose sanctions and penalties if an employee violates the rules established by the company. The purpose of the granting of this sanction is to regulate the discrimination in the implementation of the obligations that have been imposed on each employee of the PD. The Bank of People's Credit (BPR) Rokan Hulu also applies the sanctions or penalties that will be imposed by an employee if he does not perform his obligations and violates the rules established by the company.

Disciplinary sanctions/punishment shall include:

1. Employees who have committed a violation prior to the imposition of the sanction shall be subject to an inspection by their direct superiors or officers designated by the company to carry out the inspection.
2. The results of such inspection shall be presented in the Inspection Events Bulletin signed by the inspector and examined.
3. Subsequently, the directly superior of the employee or the appointed officer shall make an assessment of the violation committed and recommend the type and value of the infringement to the Head of the Company.

4. Problems in applying discipline to PD.BPR Rokan Hulu.

There are some problems that arise in the implementation of the work discipline at the PD.BPR Rokan Hulu:

1. Lack of mutual respect among employees in doing work, which leads to misunderstandings among employees.
2. Problems with the accuracy of return on time. There are still some employees who come home early, so it affects the job and the quality of the job, which should lead to the employee's work targets.
3. The lack of instilling discipline in each employee so that there are still employees who feel not afraid of the sanctions that apply in the company so that they dare to violate the rules already established in the PD.BPR Rokan Hulu.





- 4. There is a misunderstanding between each employee because they feel that the work they are doing is right so that there is a dispute between one employee and the other. This can cause communication between them to be disrupted so that the performance they are performing becomes inefficient and efficient again.
- 5. Lack of rigidity of the superior to the inferior and lack of the inferior will to obey the rules that have been established within the company.

The solution is for employees who have a problem between one and the other to be promptly advanced by the sex (part) that is tasked to solve the problem of the employee so that the problem can be solved jointly and do not interfere with the performance in the company. Implement the Discipline and Reduce the Violations Committed by the PD.Bank of People's Credit (BPR) Rokan Hulu.

In order to increase discrimination and reduce violations, the PD.Bank of People's Credit (BPR) Rokan Hulu. is making efforts to tolerate the violations that exist, the purpose of these efforts so that employees can introspect themselves that the obligations and authority that have been assigned to their respective departments. So with these efforts will be able to tolerate the level of employee discrimination, so that the employee is aware of the mistakes that have been committed.

The following efforts have been made by the PD.Bank of People's Credit (BPR) Rokan Hulu:

- 1. Training (Training) This training is implemented by the PD.Bank of People's Credit (BPR) Rokan Hulu is to help develop the necessary skills to perform tasks, both now and in the future. This means that training can be used as a functional means, such as efficiency, efficiency and productivity of the company.
- 2. Implementation of sanctions on PD.Bank of People's Credit (BPR) Rokan Hulu.

The light disciplinary sanction consists of:

- 1. Oral punishment to the employee concerned
- 2. Written punishing
- 3. Statement of dissatisfaction in writing.

Disciplinary sanctions consist of:

- 1. Delays in the award of compensation that have been previously planned as other employees.
- 2. Reduction in wages of one salary usually paid daily, weekly or monthly.

Heavy disciplinary sanctions consist of:

- 1. Reduction of a position of a lower rank than the previously assigned position or job.
- 2. Termination of the employment relationship with respect at the own request of the employees concerned.
- 3. Termination of employment relationships with disrespect as an employee in the company.

Table. 2
List of Sanctions and Violations of Employee Work Discipline on
PD. Bank of People's Credit (BPR) Rokan Hulu

| Punishment | Tahun | | | | | Jumlah |
|------------|-------|------|------|------|------|--------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | |
| Light | 4 | 3 | 1 | 0 | 2 | 10 |
| l'm in. | 1 | 0 | 1 | 2 | 1 | 5 |
| Heavy | 0 | 1 | 0 | 1 | 0 | 2 |

Source: People's Bank of Credit (BPR) Rokan Hulu, 2022

"There are some employees who do not comply with the rules such as exiting before the end of the working hours because of the lack of rigour of the superiors against the inferior. So the number of sanctions for employee discipline violations on PD.Bank of People's Credit (BPR) Rokan Hulu in the year 2018 – 2021 as





many as 17 Employees who have full authority in sanctioning employees who have committed labor discipline abuses are top managers (top manager). In determining the type of disciplinary sanctions to be imposed on employees who violate it is best to be done carefully, carefully and carefully that the sanctions that are to be laid are consistent with the actions and behaviour committed. Employees who have been subjected to disciplinary sanctions and repeat them again in the same case, should be subject to more severe discipline by remaining guided by the rules in force. Implementation of discipline and provisions in the PD.Bank of People's Credit (BPR) Rokan Hulu in which the provisions apply or inherent to every employee, both permanent employees and non-permanent employees, so there is no distinction of sanctions between each employee.

CONCLUSION

Based on the research conducted, the conclusion of this study is as follows:

1. In improving the diversity, PD.BPR Rokan Hulu implemented good regulations and implementation of sanctions, we can see how PD. BPR Rokan Hulu of people's credit is paying attention to efforts in improving diversity through training programmes and in giving sanctions. Because this discipline will anticipate the occurrence of violations, and if violations are committed frequently, it will have a negative impact on the company. As for things that affect the diversity in the PD. BPR Rokan Hulu is through internal factors and external factors. As for internal factors include regulations, leadership example, justice, and scope of work.
2. There are still some employees who are not disciplined by taking actions that are not in accordance with the rules established by the company such as working hours often come late, are not present without permission from the superiors, and there are some employees that leave for unclear reasons at the time of working hours. So it will have a negative impact on other employees when exposed undisciplined behavior will result in inefficient and ephesien work.

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