

## Employee Discipline to Increase Productivity at U.D. Rahayu Kediri Salt Company

Wahyuni Sri Astutik<sup>1\*</sup>, Yanto Budi Prasetya<sup>2</sup>, Relitasari<sup>3</sup>, Arthur Daniel Limantara<sup>4</sup>

<sup>1,2,3</sup>Pawiyatan Dhaha University

<sup>4</sup>Cahaya Surya College of Technology

Corresponding author: [wahyunisriastutik@gmail.com](mailto:wahyunisriastutik@gmail.com)

**Abstract:** This study aims to determine the application of work discipline at U.D. Salt Company Rahayu Kediri to increase employee work productivity. The type of research used in this study is qualitative descriptive research. Interviews, observation, and documentation carry out the method of data collection. The data used are primary and secondary data. The secondary data used includes employee attendance data, working hours, working days, sales targets, and sales realization in 2021. The results showed that the work discipline of employees at U.D. Salt Company Rahayu Kediri, with the application of work discipline through working hours and the number of working days to increase employee work productivity, has not been maximized. The number of working hours the company has set for 8 hours per day has not been fulfilled. This was proven in December 2021 that the number of working hours should be 6,336 hours per month with 33 employees, which can only be realized at 4,032 hours per month. Also, in other months, the application of work discipline through the number of days of permission from employees as many as 33, with the number of days that should be achieved by the company as much as 792 days per month is only realized on average. The average per month is 448 days, so there is a deviation of 344 days or 43% per month. It is necessary to increase supervision and communication between superiors and subordinates, coaching, and self-development of employees through training.

**Keywords:** discipline, productivity, employee

### INTRODUCTION

Every company must maintain work discipline to limit and reduce problems due to undisciplined behavior, such as being late for work or leaving work earlier than a predetermined time. This will interfere with employee productivity. If work discipline is applied consistently, it will strengthen the company's rules, increase morale, and maintain company standards. Employees will tend to obey or respect rules in the workplace and reduce the likelihood of violations and disciplinary sanctions. Discipline is maintained, and work consistency is hoped to be maintained. In the application of work discipline, both employees and organizations will comply with the rules.

What has been mutually agreed upon is not easy to change unless there needs to be a change in regulations. Organizations accustomed to carrying out work discipline and maintaining mutually agreed agreements will be clear in the eyes of the law. This means that when a problem arises, the collective labor agreement becomes the legal basis for solving the problem. A company needs to have a collective labor agreement, especially for a large company or a business that shows good development. Thus, work discipline is not only useful for employees but also useful for the company. By maintaining work discipline, employees will be productive. (Sastrohadiwiryono 2006). The goal of work discipline is that employees can produce high productivity by organizational expectations both in the short and long term. (Sutardjo 2020) There is an attachment between discipline and work productivity (Bete. e, 2020).

UD Rahayu Kediri Salt Company is a company that shows good development in the future. Whenever and under any conditions, salt is produced by the community. This good development can be seen from the products produced, the diversity of salt types produced, and the increased productivity monitored every quarter. Currently, the company produces 70% Briquette salt, 20% Grosok salt, and 5% Refined salt.

Work discipline can be seen in the number of working hours and permit days (Basu 2018: 303). A positive relationship exists between work discipline and employee productivity (Saragih 2019). The presence of employees who are not on time, often late, break beyond the limit so that working hours become few, and lack of morale can cause productivity to decrease (Yuli, 2013). This decrease in productivity can be seen from the non-achievement of production targets, sales targets, and decreased profits obtained by the company. Profits that decline continuously will threaten the sustainability of the company. Based on the description above, the author is interested in examining Employee Discipline in the context of Increasing Work Productivity in the company "Garam Rahayu" in Gurah District, Kediri Regency. This study aims to determine the discipline of employees at the UD Rahayu Salt company to improve employee performance.

### **Understanding Work Discipline**

Sutrisno (2019: 87), work discipline is an attitude of respect for company rules and regulations, which exists in employees, which causes them to be able to adjust voluntarily to company rules and regulations. Arief and Suwanto (2020: 233), work discipline is an effort from the management of the company's organization to implement or implement rules or regulations that every employee must obey without exception. Sinambela (2016: 335), work discipline is the awareness and willingness of employees to obey all organizational rules and applicable social norms.

### **The Importance of Work Discipline**

According to Hasibuan (2016: 193), the discipline of the H.R. operative function is the most important because the better the discipline of employees, the higher the work performance they can achieve. Sutrisno (2019: 87) states that work discipline is an attitude of respect for company rules and regulations, which exists in employees who cause them to adjust voluntarily to company rules and regulations.

### **Factors Affecting Work Discipline**

Many factors affect discipline in an organization. Based on the opinion (Aziz, 2019), five factors influence work discipline: goals and abilities, leadership, compensation, legal sanctions, and supervision. According to Khoirunisa (2019), disciplinary factors include a) The size of compensation, b) The presence or absence of leadership example c). Some rules can be used as a guide: The courage of the leader to take action, d) there is supervision, e) There is no attention. Sutrisno (2019: 58), the factors that affect work discipline are a) The size of compensation. b) Whether or not there is an example of the company's leadership. c) whether there are definite rules that are used as a handle. d) The courage of the leader in taking action. e) The existence of leadership supervision. f). There is attention to employees. g) The existence of habits that support the establishment of discipline.

### **Work Discipline Indicators**

According to Busro (2018: 303), indicators of work discipline include a) Work discipline and b) Number of working hours. c) Number of clearance days. Work discipline is very important in the implementation of employee productivity in the company because discipline is considered to be able to make employees comply with regulations and work on time.

## **The Relationship of Work Discipline with Work Productivity**

Work discipline or good habits instilled in employees should not be based on coercion alone, Tohardi (2002) in Sutrisno (2020, 96). As revealed by Sutrisno (2020: 96), explained that discipline shows a condition or respectful attitude that exists in employees toward company rules and regulations. Thus, if the rules or regulations in the company are ignored or often violated, then employees have poor work discipline. Conversely, if the employee is subject to the company's determinations, it illustrates good disciplinary conditions.

Disciplinary activities are carried out to encourage employees to follow various standards and rules so that misappropriation can be prevented. The main goal is to encourage self-discipline among employees to arrive at the office on time. By coming to the office on time and carrying out tasks according to their duties, work productivity is expected to increase.

## **Understanding Work Productivity**

In Sutrisno's opinion (2020: 99), productivity is a measure of productive efficiency. A comparison between output and input. Inputs are often limited by labor, whereas outputs are measured in physical unity, form, and value.

In Tohardi's opinion (2002) in Sutrisno (2020: 100), work productivity is a mental attitude. A mental attitude that always seeks improvement to what already exists. A belief that one can do a better job today than yesterday and tomorrow is better today.

Singodimedjo (2000) in Sutrisno (2020: 101), three main aspects need to be reviewed in ensuring high productivity, namely: a) Aspects of labor management capabilities, b) Aspects of labor efficiency. c) Aspects of environmental conditions of work

## **Factors that Affect Work Productivity**

According to Simanjuntak (1993) in Sutrisno (2020: 103), several factors can affect employee work productivity, namely: a) Training, b). Mental and physical abilities of employees, and c) The relationship between superiors and subordinates

According to Tiffin and Cormick (in Siagian, 2003) in Sutrisno (2020: 103) said that factors that affect work productivity can be divided into two groups, namely:

- a. Factors exist in individuals, namely age, temperament, physical state, fatigue, and motivation.
- b. Factors outside the individual include physical conditions, such as sound, lighting, rest periods, length of work, wages, organizational forms, social environment, and family.

## **Work Productivity Indicators**

According to Sutrisno (2020: 104), to measure work productivity, an indicator is needed as follows:

1. Ability to run errands
2. Improve the results achieved
3. The spirit of work with today's motto is better than yesterday, and tomorrow is better than today.
4. Always develop yourself to improve your work skills
5. Always trying to improve quality.

## **Efforts to Increase Work Productivity**

According to Sutrisno (2020: 105), increasing work productivity can be seen as a behavioral problem, which is related to technical aspects that need a proper understanding of the determinants of success in increasing work productivity, some of which are in the form of work ethic that all employees in the organization must firmly hold.

The work ethic in question is norms that are binding and explicitly established, as well as practices that are accepted and recognized as reasonable habits to be maintained and applied in the work life of

members of an organization. The factors, according to Siagian (2002) in Sutrisno (2020: 105), are: 1) continuous improvement, 2) Improving the quality of worker results.

## METHODOLOGY

This study's type of research is descriptive research with a qualitative approach. As for the location of the research, the Salt Company "UD Rahayu. Kediri, precisely on Jalan Kh. Agus Salim R.T. 11, R.T. 03, Gurah District, East Java Regency. The data used in this study is primary data. Whilst secondary data in the form of documents about employee attendance lists and company sales volume/target data as supporting data are previous research articles and books. Data obtained from UD Rahayu salt company include an employee attendance list, sales list, and production result list. The data collection techniques used are interviews, documentation, observations, and questionnaires. Data analysis techniques used by researchers are qualitative descriptive data analysis techniques describing data with logical reasoning, recording, analyzing, and interpreting what is happening or data collected.

## RESULTS AND DISCUSSION

**Table 1.** Number of employees and Job Titles at UD Rahayu Kediri Salt Company

No	Company Section	Sum
1.	Director	1
2.	Vice Management	1
3.	Production	20
4.	Purchase	1
5.	Quality Control	1
6.	Therapy	1
7.	Warehouse	1
8.	Marketing	1
9.	Personalialia / Umum	1
10.	Sales	5
<b>Sum</b>		<b>33</b>

Data source: Salt Company "UD. Rahayu" Kediri (2022)

**Table 2.** Gender and Educational Background of Employees at UD Rahayu Kediri Salt Company

Gender	Education				Sum
	SD	SMP	SMA	S1	
M	1	9	5	1	16
F	2	9	4	2	17
Total	3	18	9	3	33

Data source: Salt Company "UD. Rahayu" Kediri

**Table 3.** Realization of working hours of employees of UD Rahayu Kediri Salt Company

Month	Sum Employee	Number of Working Hours Per Month	Total Working Hours
January	17	192	3.264
February	20	192	3.840
Maret	22	192	4.224
April	22	192	4.224

From	16	192	3.072
June	21	192	4.032
July	23	192	4.416
Agustus	22	192	4.224
September	20	192	3.840
October	20	192	3.840
November	15	192	2.880
December	21	192	4.032

Data source: Salt Company "UD. Rahayu"

Kediri Record number of employees  $33 \times (8 \times 24 \text{ days}) = 6,336$

**Table 4.** Number of Working Hours of Employees at UD Rahayu Kediri Salt Company

Month	Number of Employees	Incoming Amount	Total working days	Realization
January	33	17	792	408
February	33	20	792	480
Maret	33	22	792	528
April	33	22	792	528
From	33	16	792	384
June	33	21	792	504
July	33	23	792	552
Agustus	33	22	792	528
September	33	20	792	480
October	33	20	792	480
November	33	15	792	360
December	33	21	792	504

Data source: Salt Company "UD. Rahayu" Kediri

**Table 5.** Sales Target and Realization Data

NO	Month	Types of products	Sales target (Pack)	Realization Sales	Unsold products
1.	January	G. Smooth	1.051	836	215
		G. Grosok	7.816	6.292	1.292
		G. Briquettes	41.784	41.784	-
2.	February	G. Smooth	736	1.103	-
		G. Grosok	7.839	6.827	1.012
		G. Briquettes	40.434	40.302	102
3.	Maret	G. Smooth	1.406	1.166	240
		G. Grosok	7.139	10.338	TT
		G. Briquettes	45.786	44.943	843
4.	April	G. Smooth	842	882	TT
		G. Grosok	10.792	7.880	2.912
		G. Briquettes	43.706	43.459	1.247
5	From	G. Smooth	936	1.111	TT
		G. Grosok	6.105	8.650	TT
		G. Briquettes	39.014	44.794	TT
6	June	G. Smooth	950	771	179
		G. Grosok	10.443	8.903	1.640

		G. Briquettes	50.815	50.972	843
7	July	G. Smooth	575	886	TT
		G. Grosok	7.436	8.321	TT
		G. Briquettes	42.595	43.876	TT
8.	Agustus	G. Smooth	1.126	697	429
		G. Grosok	10.577	11.036	TT
		G. Briquettes	38.177	44.532	TT
9.	September	G. Smooth	823	641	182
		G. Grosok	7.243	5.520	1.723
		G. Briquettes	44.209	39.116	5.093
10	October	G. Smooth	1.342	1.048	294
		G. Grosok	9.275	10.965	TT
		G. Briquettes	46.239	41.654	4.585
11	November	G. Smooth	404	926	TT
		G. Grosok	6.970	5.786	1.184
		G. Briquettes	37.372	40.834	TT
12	December	G. Smooth	404	924	TT
		G. Grosok	10.078	9.275	2.497
		G. Briquettes	46.239	41.534	3.894

Data source: Salt Company "UD. Rahayu" Kediri

Tables 1 and 2 show that the UD Kediri Salt company has 33 employees. And has elementary to undergraduate education. The most educated workers are 19 junior high school employees. Employee working hours for seven days, holidays on Sunday, and red dates. Table 4 shows the working hours that must be met by employees as many as 6,336, the realization is 4032 (in December) As well as for January to November, working hours are not met or many employees are absent.

Based on the number of permit days and employees as many as 33 with the number of days that the company should achieve as many as 792 days per month, only an average of 488 days was realized, so there was a deviation of 34 days or 43% per month from table 3 it is known that many employees do not come to work. The high rate of employee absenteeism is one indicator that employee discipline in the Salt Company is still low. Employee attendance can be in the form of illness, permission, or entering work without information. Attendance in the alpha category reflects low discipline or lack of supervision. This salt company has employees whose performance is not good, such as violating company regulations.

Therefore, the company is obliged to make policies regarding enforcing discipline for employees who violate it because it can disrupt company operations and reduce the company's image. Reducing company profits due to suboptimal employee performance is reflected in the number of sales targets that are not achieved. Employee work productivity can be seen in Table 5. The declining work productivity of employees' influences achieving production targets that are not optimal, namely with the proof that in 2021 - 2022, the work productivity target is 788,068 packs with sales results of 761,154 packs. In the UD Rahayu salt company, it is necessary to increase discipline enforcement through verbal warnings, Written warnings, and Termination of employment.

Supervise employee discipline and effective production processes and work rules. Increased employee performance will be achieved if there is an increase in discipline. This supervision is carried out by collecting information from employees and supervisors. Workers are required to report according to the work carried out. Employees must fill out the attendance list every day. The existence of high discipline will make it easier for employees to complete their tasks effectively and efficiently. Having a highly disciplined nature can trigger employees to show good performance. With the existence of high

discipline, employees will be accustomed to targeting the completion of the work they are responsible for. Superiors need to improve good communication with subordinates. Company owners also need to pay attention to their employees' wages and self-development. Supervision of the production process is also needed to avoid the possibility of considerable damage. The existence of maximum supervision, good communication, attention to wages, and employee self-development will increase employee morale in carrying out their work. Education and training programs are planned and integrated for both old and new employees so that employees can actively participate in increasing productivity. If the employees already have high morale, the targets set by the company will be achieved.

## CONCLUSIONS

Applying work discipline through working hours and working days to increase productivity in UD Rahayu Salt company has not been maximized. The number of working hours set by the company for 8 hours per day cannot be fulfilled. This is proven in December 2021 that the number of working hours that, should be 6,336 hours per month with 33 employees can only be realized 4,032 hours per month.

The application of work discipline through the number of days of permission from employees is 33, with the number of days that should be achieved by the company as many as 792 days per month but only realized on average per month as many as 448 days, resulting in deviations of 344 days or 43% per month.

## Suggestion

Companies need to improve supervision and 2-way communication between leaders and subordinates effectively so that employee discipline increases and is maintained by giving employees the freedom to express opinions as long as the opinions are constructive.

In the long term, alternatives should be considered to support the achievement of work discipline, such as the duties and responsibilities of each employee providing incentives and training in their respective fields.

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