

## IMPLEMENTATION OF EMPLOYEE WORK DISCIPLINE IN THE HUMAN RESOURCES DIVISION OF PT PBM SARANA BANDAR NASIONAL PUSAT

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### Abstract

The concept behind this study was the importance of work discipline in improving employee performance and productivity, especially in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat, a subsidiary of PT PELNI. The Aim of this study was to determine the implementation of employee work discipline that affects the work environment. The research method uses qualitative descriptive with data collection techniques through observation, interviews and documentation over a certain period of time. The results of the study showed that the level of employee discipline is still low, as seen from the high number of lateness and absence. Factors causing low discipline include lack of supervision, a suboptimal attendance system, and lack of sanctions. This finding is very necessary for the proposal of a web-based work discipline monitoring system at PT PBM Sarana Bandar Nasional Pusat to improve work discipline in supporting productivity and achieving organizational goals. So that a joint commitment between management and employees is very important to create a disciplined and professional work environment.

**Keywords:** Work Discipline, Human Resources, Violations, Attendance

### Introduction

In today's era of globalization, companies are required to have strong human resources. Human resources play a very important role in the progress of the company and are a determining factor in operational effectiveness within the organization. In order achieve this, companies need to invest time and resources in employee training and development, so that they can improve the skills and knowledge needed. By having quality human resources, companies can take strategic steps to fulfill employee desires and needs according to their potential. Employee quality can be measured through good performance and support the achievement of company goals (Agistya et al., 2024).

The implementation of work discipline in human resource management is very important to achieve organizational goals. Discipline is one of the most important elements in human resource management. The higher the discipline of an employee, the better the performance that can be achieved. Discipline can be measured from the habits of employees in coming and going home on time, completing tasks efficiently, and complying with all existing rules and regulations. The importance of discipline among employees cannot be ignored.

Work discipline refers to an individual's awareness and commitment to comply with applicable regulations and social norms applied in the work environment. This attitude reflects a voluntary willingness, where a person responsibly carries out the established regulations, accompanied by a deep understanding of his duties and responsibilities (Maskur Muhammad et al., 2024:4).

The implementation of work discipline in human resource management is very important to achieve organizational goals. Good discipline improves individual performance and motivates coworkers, so that employees are more obedient to the rules. Important aspects of work discipline include punctuality and attendance, which if ignored can disrupt team productivity. Therefore, consistent work discipline is the key to improving employee

performance and achieving organizational success. If employees do not carry out their duties properly, productivity will decrease. (Takrim & Fadillah, 2024).

The regulations in a company or government institution have a very important role as a guideline and direction for employees, and contribute to the creation of good regulations. This greatly supports the achievement of organizational goals. Without discipline, companies or government institutions will find it difficult to achieve their desired targets, especially if employees do not follow the established regulations. Discipline in an organization is considered effective when most employees can comply with applicable regulations (Kasemen et al., 2023).

Employee discipline in a company is influenced by several main factors. These include clarity of challenging company goals, leadership that is able to be a role model with good examples and high discipline, a fair and satisfying reward system to foster a love of work, fair treatment of all employees, active inherent supervision by leaders, consistent application of legal sanctions, firmness of leaders in taking action against violations, and the creation of harmonious human relations in the work environment (Rahmadani et al., 2023).

PT. PBM Sarana Bandar Nasional Pusat is a subsidiary of PT. PELNI (Pelayaran Nasional Indonesia) states the importance of high work discipline as the main foundation in achieving company goals. Several disciplinary violations were found at PT. PBM Sarana Bandar Nasional Pusat. Although the company has made great efforts to instill discipline values in all employees, violations of company rules are still found, such as leaving the workplace without permission or absence and tardiness. These problems not only have a negative impact on individual employee performance, but also have the potential to hinder the achievement of overall organizational goals.

This shows that there is a research gap between the values of discipline that the company wants to uphold and the reality that occurs in the field. Although PT PBM Sarana Bandar Nasional Pusat has implemented a work discipline policy and tried to instill these values in all employees, various forms of violations are still found, such as high levels of lateness to absences without explanation. This condition indicates that the implementation of work discipline has not been running optimally. This is reinforced by data obtained from the management of PT. PBM Sarana Bandar Nasional Pusat in the HR division for two months in 2024 found that the level of ineffectiveness of the working day was quite significant due to employee delays and absences.

In August 2024, out of a total of 20 employees, 13 employees (65%) were late for 15-30 minutes. In addition, 4 employees (20%) were absent at all. In addition, 2 cases of employees leaving the workplace without official permission were found. The accumulation of these lateness and absences resulted in a total of 17 ineffective working days in that month. In September 2024, out of the same number of employees (20 people), 11 employees (55%) were late for the same duration, and 4 employees (20%) were also absent. However, 2 cases of employees leaving the workplace without permission were also found. This resulted in the loss of 15 effective working days in September. Overall for the two-month period, out of the total cases recorded, 24 cases of lateness (60%) and 8 cases of absenteeism (20%) were found.

Thus, the total accumulation of ineffective working days during August and September 2024 reached 34 days. This data indicates that there are problems with employee time and attendance discipline that need attention. The high level of lateness and absence indicates that the level of employee discipline is still low. This has the potential to have a negative impact on productivity and work efficiency in the Company. This action not only reflects weak individual responsibility, but also has the potential to disrupt the overall work operations.

In line with these conditions, supervision of employee behavior during working hours also needs to be tightened, to prevent similar violations in the future. Therefore, it is necessary to evaluate the factors that cause high absenteeism and the implementation of more effective policies to improve employee discipline, such as a stricter attendance system, sanctions for

violations and incentives for employees who have good attendance rates. The study will focus on the Implementation of employee work discipline at PT PBM Sarana Bandar Nasional Pusat. To overcome these problems, a real-time web-based attendance monitoring system is needed. With this solution, the implementation of work discipline is expected to increase employee productivity and work quality.

Discipline is one of the most important operative functions in Human Resource Management (HRM). The better the discipline possessed by employees, the higher the work performance they can achieve. Without good discipline from employees, it will be difficult for the organization to achieve optimal results. According to Khaeruman et al., (2021:17) there are several indicators that influence the level of employee discipline in an organization, including: 1. Quantity which refers to the number of results produced, measured by the number of activity cycles completed by employees. 2. Quality which includes compliance with procedures, discipline, and dedication, as well as the level of achievement of work results in accordance with the goals set. Work quality is assessed based on the results and perfection of the completion of tasks carried out by employees. 3. Cooperation which is the ability of employees to collaborate with their colleagues in completing assigned tasks, in order to achieve efficiency and optimal results.

The conclusion from the background that has been presented is that the problem of employee time and attendance discipline needs attention. The high level of lateness, absence and leaving the workplace without official permission indicates that the level of employee discipline is still low. This has the potential to have a negative impact on productivity and work efficiency in the company. Therefore, it is necessary to evaluate the factors that cause high absenteeism and the implementation of more effective policies to improve employee discipline, such as a stricter attendance system, sanctions for violations and incentives for employees who have good attendance levels.

Based on the phenomena and explanations that have been explained above, the title of this research is "Implementation of Employee Work Discipline in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat."

## **Materials and Methods**

### **Research Design**

The research method used in this study is qualitative research. The data source used in this study is primary data. Where researchers use primary data as the main source in data collection through direct observation and interviews to obtain direct information from the research object. The selection of this method is done so that the data obtained is more relevant, actual, and in accordance with the problems being studied. Primary Data is information obtained directly from the original source, without any intermediaries. This data collection is carried out through various methods, such as surveys, interviews, or direct observation, and is considered the most authentic data.

In this study, the data collection technique used is observation that directly observes objects in the human resources division of PT PBM Sarana Bandar Nasional Pusat. as well as interviews conducted in asking questions directly to the Human Resources Manager of PT PBM Sarana Bandar Nasional Pusat. interviews were carried out based on guidelines in the form of a list of questions that had been compiled according to the focus and problems of the study. In addition, researchers also conducted documentation obtained through observation and interview methods, this study also utilized additional sources as support, namely written documents, both official and unofficial. This interview adopted an unstructured approach, which allows direct dialogic interaction with informants. In its implementation, informants were given the freedom to express their thoughts, perspectives, and sentiments naturally. The

entire interview process was documented through written transcriptions and audio-visual recordings, which aimed to increase the validity and reliability of the data collected.

The criteria for determining informants are based on length of service, position and those who understand performance assessment. The selection of informants is based on length of work experience and position held in the scope of employee performance, so it can be concluded that the informants in this study are competent parties and have relevant knowledge to provide the information needed in the data collection process.

### Instruments and Measures

The interview technique in this study was compiled based on three main indicators of work discipline, namely quantity, quality, and cooperation. Each indicator is designed to dig up in-depth information regarding the implementation of work discipline in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat. The quantity indicator focuses on the level of employee attendance and tardiness in carrying out tasks according to the predetermined work schedule. The quality indicator describes the extent to which employees comply with predetermined procedures and responsibilities. Meanwhile, the cooperation indicator assesses employee commitment and participation in supporting company policies and working in a team. These three indicators are used as a basis for analyzing the phenomenon of low work discipline which is the main focus of this study.

### Data Analysis

According to Rukminingsih et al., (2020:15) a qualitative approach is a research process that includes collecting empirical data, analyzing data, and drawing conclusions, to final writing using non-numerical methods, which are descriptive in nature, including observation, in-depth interviews, content analysis, narratives, journals, and open questionnaires.

### Results

Quantity indicators in work discipline refer to the level of employee attendance and consistency in carrying out tasks based on the number of effective working days. The results of an in-depth interview with the HR Manager of PT PBM Sarana Bandar Nasional Pusat showed that the quantity of employee discipline still needs to be improved. The HR Manager said:

*"The level of discipline of our employees is still a concern, especially regarding lateness and absence without notice. We found quite a lot of violations in the last two months, which shows that employee awareness and responsibility towards working hours are still low."* (Sendi Meilianda – HR Manager, interview March 25, 2025)

This finding is supported by the recapitulation data of absences in August and September 2024, which showed 24 cases of lateness (65%–55% of total employees) and 8 cases of absence (20%). This figure indicates that almost all employees are late more than once a month, some are even absent without valid explanation. The results of the interview showed that this statement clearly indicates a gap in employee compliance with working time regulations, which has the potential to impact the operational efficiency and productivity of the

PT PBM SARANA BANDAR NASIONAL  
LAPORAN KEHADIRAN PEGAWAI

No	Nama	Cekung	AGUSTUS - SEPTEMBER 2024																								Total	Absen	Tgl	Pdt
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24				
1	ABDULAZIZ, RUSDI	SAKTIKOR PUSAT																												
2	ALBERT, RENDAH	SAKTIKOR PUSAT																												
3	ALFAN, RIZKA ANJANI	SAKTIKOR PUSAT																												
4	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
5	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
6	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
7	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
8	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
9	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
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18	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
19	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												
20	ANANDA, RIZKA ANJANI	SAKTIKOR PUSAT																												



company. The following is the employee attendance report data for PT PBM Sarana Bandar Nasional for the period August-September 2024

### Figure 1. Employee Attendance Report

Based on observations of the absence report, several patterns and indicators were found that support the HR Manager's statement. First, it can be seen that cases of absence (marked with 'X') occur quite often on various dates and are spread among several employees. For example, an employee named Agam Aldi Fahmi in the position (Head Office) was recorded as absent on 8/24, 8/25, 8/26, 9/1, and 9/14. Likewise, Alfi Triyono Aji (Head Office) showed absences on 8/24, 8/25, 8/26, 9/1, 9/2, 9/14, 9/15, and 9/16. This pattern also repeats itself in other names, which even have the description 'A (-70%)' on 9/14, indicating a significant percentage of absence on that day.

Second, indications of lateness or indiscipline in time are also seen from the symbols 'S' (sick) or 'I' (permission) which appear quite often. Although 'S' and 'I' are forms of reported absence, the high frequency of their appearance, such as in Amalia Khaerunnisa who was recorded as 'S' on 6/9, and Andi Wahyu Setiawan who was recorded as 'I' or 'S' several times, can reflect less than optimal time management or potential misuse of permission if not accompanied by strong supporting evidence.

Third, there are cases where employees are absent without clear explanation or with codes that may indicate serious violations, such as a 'C' (leave) that may not be well planned or an 'A' (alpha) accompanied by a percentage of absence. For example, Antaresa Bidantyo shows 'C' on several dates, while Deny Winalda Pragana has the description 'A (-70%)' on 8/21 and 'A (-70%)' on 9/1, and 'A' on 9/2 and 9/3. This explicitly shows the level of absence without acceptable reasons, which directly correlates to the HR Manager's concerns.

Fourth, there are cases where employees leave the workplace without official permission from the company that require firm and procedural action to maintain discipline and work ethic of all employees. For example, employees named Bani Muhammad and Devin Pratama have information (-75%) that is, they are only present for 25% of working hours and leave the workplace without official permission for 75% of working time. This is a serious violation of discipline and attendance, and affects work benefits or incentives.

In addition to interviews, the researcher's observation of the attendance system also showed that the recording system was not fully effective in controlling attendance. Employees recorded attendance manually which was not monitored in real time, thus opening up opportunities for undetected violations. Low attendance rates and high tardiness were obstacles in achieving the company's daily work targets. Absences without permission caused a buildup of workload among other employees and reduced teamwork efficiency. Thus, it can be concluded that the low quantity of work discipline has a direct impact on the operational performance of the HR division. Therefore, the company needs to evaluate the attendance system and increase supervision and provide strict sanctions to foster better discipline awareness among employees.

In addition, it was also found that the quality of work owned by PT PBM Sarana Bandar Nasional Pusat showed less than optimal results. Based on the results of interviews with the HR Manager of PT PBM Sarana Bandar Nasional Pusat, information was obtained that to find out the relationship between employee attendance and the quality of work results, he stated that:

*"I find that employees who frequently leave the workplace tend to finish their tasks in a hurry or incompletely. This requires rechecking from superiors, which ultimately slows down the workflow."* (Sendi Meilianda – HR Manager, interview March 25, 2025)

The statement shows that the presence of employees in the workplace plays a direct role in ensuring the quality of work results. Absence or leaving tasks without notice causes

disruption in the work completion process, both in terms of time efficiency and accuracy of results. Therefore, work quality as an indicator of discipline is not only seen from the final results of the work, but also from the consistency of attendance and commitment in completing responsibilities as a whole. This finding reinforces the importance of attendance discipline as a form of professionalism in the company's work culture.

In the cooperation indicators that occur at PT PBM Sarana Bandar Nasional Pusat, it has shown a good level of cooperation. In an interview with the HR Manager of PT PBM Sarana Bandar Nasional Pusat, it was explained that cooperation between leaders and employees is an integral part of efforts to improve discipline. He said:

*"We hope that the implementation of discipline can be more optimal with the implementation of a stricter and more effective system, as well as good cooperation between leaders and employees."*(Sendi Meilianda – HR Manager, interview March 25, 2025)

This statement emphasizes that discipline is not only individual, but also formed from patterns of relationships and communication that are established in the work environment. Employees who are able to work well together will be more easily able to adapt to company policies, including in terms of attendance and punctuality discipline. In addition, solid cooperation between employees and superiors allows the coordination process to run effectively, thereby reducing the potential for obstacles due to delays or absences. Through internal company observations, it is known that discipline based on cooperation is realized through a clear division of tasks, regular briefings, and mutual understanding between divisions. In this context, cooperation is the basis for the formation of a culture of discipline that does not only rely on sanctions, but also prioritizes active participation in maintaining a stable and mutually supportive work rhythm.

## Discussion

Based on the results of interviews and observations conducted, it was found that the quantity indicator in work discipline at PT PBM Sarana Bandar Nasional Pusat showed challenges, especially related to employee delays and absences. Attendance data for August - September 2024 recorded 24 cases of delays, 8 cases of absence and 2 cases of leaving the workplace without official permission from a total of 20 employees. This number indicates that the attendance rate is not yet stable and can have an impact on the daily work process. This finding is in line with the opinion of Khaeruman et al., (2021:17) which states that work quantity is related to the number of activities completed effectively within a certain time. When employees are absent or arrive late, the implementation of tasks is not optimal and can hinder the achievement of teamwork targets. The results of interviews with HR Managers revealed that consistent employee attendance is closely related to enthusiasm and responsibility in completing work. Employees who are disciplined in attendance tend to show a higher commitment to their duties. Therefore, efforts are needed to increase supervision and periodic evaluation of the quantity of attendance as a basis for improvement in the work system. Strategies such as giving awards to disciplined employees and coaching for those who are not consistent can encourage increased productivity and form a more professional work culture.

The implementation of work discipline on the quality aspect in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat provides an illustration that the physical and consistent presence of employees in completing tasks has a direct influence on the quality of work produced. Based on the results of interviews with the HR Manager, it is known that employees who often leave the workplace tend to complete tasks in a hurry and not optimally, so that they require re-checking from their superiors. This slows down the workflow and disrupts the overall efficiency of the team.

The findings are reinforced by the researcher's observations which show that work quality is not only measured by the final results of the work, but also by the employee's

responsibility in completing tasks thoroughly, on time, and according to procedures. Discipline in work quality reflects the professionalism of employees in maintaining the standards of task implementation that have been set by the company. However, the challenge that arises is the difference in understanding among employees regarding the limits and indicators of expected work quality. Some employees only focus on completing tasks, without paying attention to precision and accuracy. For this reason, systematic efforts are needed from management to clarify work quality standards and strengthen understanding through regular training and evaluation. This step will not only improve individual performance, but also increase accountability and work efficiency at the team and organizational levels as a whole.

Cooperation indicators are a crucial aspect in the implementation of work discipline in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat. Based on the results of interviews with the HR Manager, it is known that discipline does not only depend on individual compliance with the rules, but is also determined by the extent to which employees are able to build solid collaboration with co-workers and superiors. He said that good cooperation between leaders and employees can strengthen the discipline system that has been implemented and create a more productive and harmonious work environment. The results of observations show that cooperation is realized through effective two-way communication, fair division of tasks, and the implementation of routine briefings involving all team members. In situations where there are delays or absences, cooperation between employees has proven to be able to maintain the continuity of the work process without disrupting the achievement of the team's overall targets.

However, there are still challenges in the form of a lack of initiative on the part of some employees in establishing open and active communication. This has the potential to cause misunderstandings in carrying out tasks and reduce the effectiveness of teamwork. Therefore, companies need to develop teamwork and interpersonal communication training programs, as well as encourage active participation in internal coordination forums. Thus, cooperation indicators not only become a tool to strengthen work discipline, but also contribute directly to improving collective performance and creating a professional work culture.

Based on the results of the study conducted through interviews, observations, and documentation in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat, it was found that the implementation of employee work discipline still faces several significant obstacles, especially in terms of lateness and absence. The high frequency of lateness and absence without clear explanation indicates that the level of employee discipline has not been running optimally. The main obstacle identified is the absence of a structured and periodically documented discipline evaluation system. As a result, the monitoring process for employee discipline behavior is less effective, and follow-up for employees who show patterns of lateness or absence has not been carried out consistently. In addition, the lack of two-way communication between superiors and employees in terms of fostering work discipline also weakens control over the consistency of employee attendance. In addition to the findings in work discipline, this study also faced several obstacles in the data collection process. One of the obstacles faced was in meeting sources because of the very tight schedule, so that the information obtained did not fully reflect the overall condition of the company. In addition, the busyness of employees in carrying out daily tasks is also a challenge in arranging interview and observation schedules.

As a solution to these obstacles, it is recommended that companies implement employee work discipline evaluation forms periodically. This form can be used as a tool to assess the level of discipline of each individual based on predetermined indicators, such as punctuality, consistency of attendance, and involvement in teamwork. With this system, discipline assessments will be more objective, documented, and can be used as a basis for managerial decision making, both in giving awards and coaching. The implementation of the evaluation

form is also expected to increase employee awareness of the importance of work discipline, as well as being a means of communication between superiors and subordinates in improving performance collectively. Thus, companies can build a more orderly, professional work culture that supports the achievement of organizational goals as a whole.

As a concrete solution to overcome the problem of employee lateness and absence, the company can implement a Work Discipline Evaluation Form that is used periodically. This form will function as the main control and monitoring tool for employee disciplinary behavior related to attendance. Specifically, this form can include indicators of work discipline quantity such as attendance rate (for example, the number of days of absence without permission) and lateness rate (frequency and duration of lateness to work). This evaluation should be carried out at the end of each month by the direct supervisor and the results reported to the Human Resources (HR) department. Data from this form will be the basis for objective consideration in making HR decisions, whether for imposing sanctions for repeated violations, awarding awards to employees with excellent attendance and punctuality levels, or considerations in employee transfers.

The use of a web-based attendance monitoring system that is integrated in real-time can be an effective solution in improving employee discipline and absence. This system allows for automatic and accurate recording of attendance data, lateness, and cases of leaving the workplace without permission, thereby minimizing data manipulation and negligence in manual recording. With scheduled notification and reporting features, this system can provide early warnings to superiors and employees if violations occur, both repeated and incidental. In addition, the absence history of each employee can be accessed transparently by the HR department to conduct performance evaluations and determine appropriate coaching steps. The implementation of this digital-based system also supports the creation of a more disciplined work culture, because employees will be more aware and responsible for their attendance. Thus, this system not only functions as a control tool, but also as a means of education that forms collective awareness of the importance of punctuality and individual responsibility in supporting work productivity and achieving organizational targets.

**Figure 2.**Employee Monitoring System Documentation

### Conclusion, Implications, and Recommendations

Based on the results of the research that has been conducted on the implementation of employee work discipline in the Human Resources Division of PT PBM Sarana Bandar Nasional Pusat, it can be concluded that work discipline has a very important role in supporting employee productivity and performance effectiveness. This study uses a qualitative approach with data collection techniques through observation, in-depth interviews, and documentation, which focuses on three main indicators, namely quantity, quality, and cooperation.



The quantity indicator, it was found that the level of employee attendance and punctuality was still low, as reflected in 24 cases of lateness, 8 cases of absence without explanation during the two-month observation period and leaving the workplace without permission as reflected in 2 cases. This is due to weak supervision, a manual attendance system that is not yet optimal, and low employee awareness of the importance of time discipline. In the quality indicator, there is still behavior of non-compliance with work instructions, such as leaving the workplace without permission or refusing assignments, which has an impact on the decline in the quality of work results and slowing down the operational process. This shows that the aspects of responsibility and commitment to tasks have not been fully embedded in some employees.

Cooperation indicators, research results show that a harmonious relationship between leaders and subordinates is the key to creating effective discipline. Good cooperation can encourage more open communication, strengthen team coordination, and increase collective awareness of compliance with company regulations. Overall, the implementation of work discipline in this division still faces serious challenges both in terms of the system, individual behavior, and managerial supervision. Therefore, the company needs to conduct a comprehensive evaluation of the attendance system, apply strict and consistent sanctions, and maximize the functionality of the attendance web monitoring system for periodic monitoring of work discipline. These steps are expected to be able to increase employee awareness, compliance, and professionalism, as well as form a more orderly, efficient, and sustainable work culture in order to support the achievement of the company's vision and mission.

This study has several limitations that need to be considered in assessing the results and conclusions obtained. First, the scope of the study was only focused on one division, namely the Human Resources Division at PT PBM Sarana Bandar Nasional Pusat, so that the findings cannot be generalized to all departments in the company. Second, the research approach used was qualitative with data collection methods through observation, interviews and documentation of one key informant, namely the HR Manager. This can cause limitations in data perspective because it does not include the views of employees directly or from other divisions. Third, the relatively short time for conducting the study meant that researchers could only explore data within a certain time frame and could not observe the dynamics of employee work discipline in the long term. Therefore, further research is needed with a wider scope, involving more informants, and using a combined approach (qualitative and quantitative) to obtain more comprehensive and in-depth results.

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