

ANALYSIS OF THE ROLE LEADERSHIP IN IMPROVING EMPLOYEE DISCIPLINE AT PT. INDAH MANDIRI SARI NIAS BRANCH

By

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Abstract

The implementation of the Photo Time Stamp application-based attendance system at PT. Indah Mandiri Sari Nias Branch, which collaborates with PT. PLN (Persero) UP3 Nias in the field of meter reading and billing, has not been fully able to establish employee work discipline. In the field, there are still cases of late starts to work, rest periods that exceed the stipulated time, and work targets that are not optimally achieved. This phenomenon reflects a gap between formal policies and actual employee behavior, requiring leadership to bridge this gap. This study aims to analyze the role of leadership in improving employee discipline while identifying the challenges faced by leaders in this process. This study uses qualitative descriptive research with data collection techniques through interviews, observation, and documentation. The results show that leadership plays an important role through exemplary behavior, direct supervision, two-way communication, and motivation that fosters awareness of work responsibilities. The challenges faced include limited field supervision, a lack of measurable performance evaluation indicators, resistance to disciplinary policies, and inconsistencies in the application of reward and punishment systems. These findings recommend more adaptive, participatory, and positive work culture-based leadership strategies to close the existing gap so that employee discipline and performance can improve sustainably.

Keywords: Leadership, Work Discipline, Employees

ANALISIS PERAN KEPEMIMPINAN DALAM MENINGKATKAN Disiplin KARYAWAN DI PT. INDAH MANDIRI SARI NIAS BRANCH

ABSTRAK

Implementasi sistem kehadiran berbasis aplikasi Photo Time Stamp di PT. Indah Mandiri Sari Cabang Nias, yang bekerja sama dengan PT. PLN (Persero) UP3 Nias dalam bidang pembacaan meteran dan penagihan, belum sepenuhnya mampu menegakkan disiplin kerja karyawan. Di lapangan, masih terdapat kasus keterlambatan mulai bekerja, waktu istirahat yang melebihi waktu yang ditetapkan, dan target kerja yang tidak tercapai secara optimal. Fenomena ini mencerminkan kesenjangan antara kebijakan formal dan perilaku karyawan yang sebenarnya, sehingga memerlukan kepemimpinan untuk menjembatani kesenjangan tersebut. Studi ini bertujuan untuk menganalisis peran kepemimpinan dalam meningkatkan disiplin karyawan sambil mengidentifikasi tantangan yang dihadapi pemimpin dalam proses ini. Studi ini menggunakan penelitian deskriptif kualitatif dengan teknik pengumpulan data melalui

wawancara, observasi, dan dokumentasi. Hasil menunjukkan bahwa kepemimpinan memainkan peran penting melalui perilaku teladan, pengawasan langsung, komunikasi dua arah, dan motivasi yang menumbuhkan kesadaran akan tanggung jawab kerja. Tantangan yang dihadapi meliputi pengawasan lapangan yang terbatas, kurangnya indikator evaluasi kinerja yang dapat diukur, resistensi terhadap kebijakan disiplin, dan ketidakkonsistenan dalam penerapan sistem penghargaan dan hukuman. Temuan ini merekomendasikan strategi kepemimpinan yang lebih adaptif, partisipatif, dan berbasis budaya kerja positif untuk menutup kesenjangan yang ada sehingga disiplin dan kinerja karyawan dapat meningkat secara berkelanjutan.

Kata kunci: Kepemimpinan, Disiplin Kerja, Karyawan

INTRODUCTION

Organizational culture and leadership are two key aspects that determine the success of a company. In a competitive business environment, companies need a strong organizational culture to achieve their goals. A healthy organizational culture can shape the mindset and behavior of employees, which ultimately affects their performance and productivity. On the other hand, effective leadership plays an important role in creating and maintaining a positive organizational culture. A leader is not only responsible for decision-making, but must also be able to direct and motivate employees to work productively, with discipline and efficiency (Rosvita et al., 2023).

Employee discipline is one of the important factors in achieving optimal performance. Disciplined employees tend to have higher productivity levels and are able to complete their work more effectively. However, discipline cannot be achieved without strong leadership and a good monitoring system. According to (Setiawan, 2022) ineffective leadership in managing workloads and employee discipline can lead to a decline in performance. Lack of supervision and monitoring of employee performance can also trigger indiscipline. Therefore, the role of leadership is very important in creating a work environment that supports time management, tasks, and discipline.

PT. Indah Mandiri Sari Cabang Nias is an outsourcing company engaged in the provision of labor. This company has long collaborated with PT. PLN (Persero) UP3 Nias, especially in meter reading and billing in the Nias Islands region. It was established on February 26, 2007, and is currently led by Asa'aro Zai as Supervisor. The company was formed based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia (KEPMENKUMHAM RI) Number: W2-00310 HT.01.01-TH.2007 concerning the Ratification of the Deed of Establishment of a Limited Liability Company. In this case, PT. Indah Mandiri Sari Nias Branch has been collaborating with PT. PLN (Persero) UP3 NIAS for a long time and continues to do so today. One of the power experts employed by PLN is to read meters and collect payments, especially in the Nias islands.

This phenomenon poses a serious challenge for the management of PT. Indah Mandiri Sari Nias Branch, given the importance of leadership in creating a disciplined and productive work culture. Therefore, a leadership style is needed that is not only capable of building a more effective and structured monitoring system, but also capable of setting an example and enforcing work rules consistently. Thus, it is hoped that the work discipline of billers can improve, which in turn will have a positive impact on the achievement of the company's overall performance and objectives.

According to Harun Samsudin (2018) in his book entitled "Employee Performance: A Review of Leadership Style, Organizational Culture, and Organizational Commitment," "leadership failure can have a negative impact on organizational culture by reducing employee motivation and commitment, as well as creating an unhealthy culture." In addition, leadership failure can also result in the loss of organizational cultural identity and difficulty in adapting to change. Without consistent and visionary leaders, organizations will find it difficult to manage change and face external challenges. This can hinder the company's progress and create disharmony among employees.

The focus of this study is to analyze the role of leadership in improving employee discipline at PT. Indah Mandiri Sari Nias Branch, particularly among field officers (Billers). This study will explore the factors that influence the discrepancy between attendance hours and work performance as well as suboptimal work target achievement. In addition, this study also aims to evaluate how supervision and motivation from leadership can improve employee discipline and enhance company performance.

Referring to the research focus and problem formulation above, the objectives of this study are to determine the role of leadership in improving employee discipline and to identify the challenges faced by leaders in improving employee discipline at PT. Indah Mandiri Sari Nias Branch.

LITERATURE REVIEW

In the context of modern organizations, adaptive leadership is becoming increasingly relevant. The book *Leadership in Organizations* by (Nur Hasanah, 2019) states that "the challenges of globalization, digitalization, and rapid changes in the world of work require leaders to be flexible." Leaders who are able to adapt their style to changing situations will be more successful in creating optimal team performance.

From the various definitions and explanations that have been outlined, it can be concluded that leadership is a complex and dynamic process that involves interpersonal skills, communication, decision-making, and individual empowerment. Effective leadership focuses not only on organizational results but also on the development of individuals within the team.

The main function of leadership is to provide direction and ensure that all elements within the organization move in the same direction. (Tiara & Garnida, 2023) identify several important functions of leadership, namely decision making, communication, motivation, and team development. These functions are interrelated in creating a productive and harmonious organization.

Effective leadership is not only determined by the characteristics and qualities of the leader themselves, but also by environmental factors, the quality of followers, and the organizational situation. Effective leaders have good communication skills, empathy, emotional intelligence, a clear vision, and the courage to make decisions. Therefore, it is important for every organization to understand these factors in order to select and develop leaders who are suitable for the organization's needs.

Transformational leadership is very effective in improving employee discipline through an approach based on empowerment, motivation, and individual development. By inspiring and paying attention to each employee, transformational leaders not only motivate them to work harder, but also create a sense of personal responsibility for the success of the organization. Thus, this theory offers a more effective way of building discipline in organizations compared to more authoritarian leadership models. Leaders who are able to combine these four dimensions of

leadership will be able to form teams that are more productive, creative, and self-disciplined.

Work Discipline

Work discipline is employee compliance with company regulations, which include time management, attendance, and task execution in accordance with applicable standards. Work discipline involves not only supervision but also rewards for positive behavior.

The purpose of implementing work discipline in an organization is to ensure that employees behave in accordance with established rules and to achieve optimal performance. According to Sutrisno (2021) in his book "Human Resource Management," "the main purpose of work discipline is to create an orderly work atmosphere, where every employee knows what is expected of them and complies with existing regulations." This discipline also serves to foster a greater sense of responsibility towards work.

The three indicators of work discipline according to (Sodexo, 2021) to measure the success of work discipline in an organization are Compliance with Rules, Responsibility in Task Implementation, and Consistency in Working Hours.

Effective supervision plays a very important role in improving employee work discipline. (Parlindungan et al., 2021) explains that "without good supervision, employees may feel less controlled and have no incentive to comply with rules or achieve set targets." Supervision helps reduce the possibility of deviations and ensures that existing procedures are followed consistently. Through good supervision, companies can create a more disciplined environment where employees feel monitored and motivated to improve their performance.

Supervision also serves as a control tool that has a direct impact on employee behavior and performance. (Rosmansyah & Artika, 2021) emphasize that "supervision helps companies determine whether existing policies and procedures are working as expected or need to be changed." Regular supervision provides an opportunity to improve ineffective systems or work methods and detect problems at an early stage. Thus, supervision not only controls employee behavior but also improves overall work efficiency and quality.

RESEARCH METHOD

The type of research used in this study is qualitative research. Action research aims to find solutions to specific problems through a series of actions that are planned, implemented, and evaluated systematically (Hendrayadi et al., 2023). In the context of this study, action research was used to examine the role of leadership in improving employee discipline at PT. Indah Mandiri Sari Nias Branch.

This study uses a qualitative approach, which aims to understand phenomena in depth from the perspective of the subjects being studied. (Willy, 2021) explains that "the qualitative approach aims to interpret the meaning of social interactions, behaviors, and human experiences in a particular context."

RESEARCH RESULTS AND DISCUSSION

The Role of Leadership in Improving Employee Discipline at Indah Mandiri Sari Nias Branch

The results of the study show that the leadership style applied by the leaders of PT. Indah Mandiri Sari Nias Branch tends to be democratic-participatory, where employees are given sufficient space to express their opinions. However, they are not fully involved in decision-making, and the application of this style has not been implemented consistently in forming

optimal work discipline, especially for field employees such as billers. This finding is in line with the Participative Leadership theory according to (Kosasih, 2021), which states that a participative leadership style can increase employee involvement and responsibility, but still requires structured supervision and evaluation. In the context of this study, although room for participation has been provided, weak control over employee discipline indicates that the supervisory (controlling) function, as part of the managerial function, is not optimal.

As stated by the Supervisor, Mr. Asa'aro Zai, "We are trying to implement an open approach... but supervision is still not optimal," this statement reinforces that participatory leadership is not enough if it is not accompanied by real control and guidance. This is reinforced by field observations showing that even though attendance is recorded through a digital system (Photo Time Stamp), many field employees only start work more than two hours after clocking in. This situation reveals a gap between the system implemented and the actual behavior of employees.

Analysis of Challenges Faced by Leaders in Improving Employee Discipline at PT. Indah Mandiri Sari Nias Branch

In an effort to improve employee discipline, leaders at PT. Indah Mandiri Sari Nias Branch face a number of significant challenges related to weak monitoring systems, low employee compliance, lack of performance-based evaluations, and suboptimal humanistic leadership approaches. Based on the research findings, the most fundamental challenge is the weak monitoring system for field employees, especially billers. Although the company has implemented a digital attendance system based on Photo Time Stamp, monitoring of work activities in the field cannot be done in real-time, given the mobile nature of billers' work and their distribution across various regions. This is in line with Asa'aro Zai's statement that digital attendance is not effective enough because daily activities cannot be directly monitored in the field as is the case with office employees. This fact is reinforced by the researchers' observation that there is a two-hour gap between attendance time and the start of work activities in the field.

The lack of strict supervision also encourages resistance among employees. Some employees admit to working "as needed" when there is no direct presence from their superiors. This indicates that leadership is not only required to set rules, but also to be present as supervisors and motivators (Rizky, 2022). The lack of firmness in enforcing rules is also evident in the inconsistent application of sanctions for disciplinary violations, as revealed by informant Admin, Agusnita Zalukhu, who mentioned that regulations are often ignored because there are no firm actions taken.

Another problem is the lack of comprehensive and objective performance evaluation indicators. Work discipline has only been measured by attendance, without considering timely task completion, responsibility, and compliance with SOPs. This was conveyed by Coordinator II, Setia A. Halawa, who criticized the limitations of assessments based solely on attendance. These findings indicate the need for an evaluation system based on key performance indicators (KPIs) that can describe performance more comprehensively (Julianto, 2021).

CONCLUSION

Based on the results of the study, leadership plays a very important role in shaping and improving employee discipline. Leaders who are actively involved in the field, set an example of disciplined behavior, and build open two-way communication are able to foster a stronger

awareness of work discipline among employees. In an effort to improve work discipline, leaders face a number of challenges that require specific handling strategies. These challenges include limitations in conducting regular direct supervision, so that some disciplinary violations are not immediately detected. In addition, the lack of measurable and comprehensive performance evaluation indicators makes it difficult for leaders to objectively assess the level of employee discipline.

Companies need to design and implement a work discipline *monitoring* system based on performance indicators such as punctuality, compliance with SOPs, and achievement of daily work targets, which are evaluated on a monthly basis.

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