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Employee Work Discipline at PT. Pegadaian (Persero) Makassar Branch

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ABSTRACT

This study aims to analyze employee work discipline at PT Pegadaian (Persero) Makassar Branch by identifying the forms of discipline demonstrated, as well as the supporting and inhibiting factors. A qualitative descriptive approach was used, with data collected through interviews, observation, and documentation. The informants included the head of the Warehouse Management Subdivision and General Subdivision staff. The data were analyzed using descriptive analysis and validated through source and technique triangulation to ensure credibility. The findings reveal that employee work discipline is reflected in five key indicators: attendance, responsibility, attitude, compliance with norms, and collateral management. While employees demonstrate good responsibility and positive attitudes in communication and teamwork, several problems remain. Attendance irregularities, such as tardiness and unauthorized absences, are still common. Norm compliance is inconsistent across units, although collateral management procedures are generally well executed. Supporting factors identified include rewards, employee compliance, skills, insight, and challenges provided by management. Conversely, discipline is hindered by environmental influences, indifference to leadership authority, and lack of assertiveness from supervisors. These factors contribute to disciplinary lapses and suggest areas for managerial improvement. This research contributes to the understanding of employee discipline in state-owned enterprises and highlights the need for targeted interventions to improve supervision and internal motivation. The study recommends structured enforcement of rules, stronger leadership assertiveness, and ongoing performance-based rewards to enhance employee discipline at PT Pegadaian.

Keywords: employee discipline, attendance, responsibility, organizational compliance

INTRODUCTION

Human resources have a role in an organization. Therefore, its management needs to be carried out effectively to support the achievement of the goals or visions that have been set. Thus, the quality and utilization of human resources are the determining factors for the success or decline of the organization (Nasrullah, 2025). Human resources who act honestly, professionally, and fairly in providing services to the community will contribute greatly to the progress of the organization (Berliana MS et al., 2025; Jamaluddin et al., 2024; Ningsih et al., 2024).

Human resources have an important role in supporting state development through the implementation of state duties in accordance with the position and position of each employee (Andi, 2019; Darwis et al., 2022; Fatmawada et al., 2021). Given their strategic position and role, employees are expected to devote their best abilities and efforts to create optimal performance. The performance of these individuals has a direct effect on the overall productivity of the organization. The more employees who are able to work with maximum performance, the more the productivity of the organization will increase so that the organization's vision can be achieved (Albloush, 2022; Mustafa et al., 2022; Saleh et al., 2024). Basically, employee performance reflects the achievement of a person's work results in carrying out their duties and responsibilities in accordance with the standards and criteria that have been set. For this reason, employees are required to carry out their duties effectively and

efficiently. Various factors can affect employee performance, one of which is the level of work discipline.

Discipline is the foundation for achieving the company's success. The importance of implementing discipline in the company environment lies in the effort to encourage employees to voluntarily comply and obey all regulations that have been set without any pressure from any party (Niswaty & Didin, 2020; Pirda et al., 2024; Riska et al., 2024). If there is a violation of these regulations, the company has the right to impose sanctions as a form of consequence for the violation committed.

Discipline refers to compliance with rules and norms in various aspects of life, such as religion, culture, associations, education, and so on (Jamaluddin et al., 2021; Nasnidar et al., 2024; Wilandari, 2020). In simple terms, discipline can be understood as a state that is formed through individual behavioral processes that reflect the values of obedience, loyalty, order, and order.

Instilling discipline in employees is a common practice. The application of discipline itself has started from the family and community environment (Cay et al., 2022; Herman & Didin, 2020). However, the culture of discipline is still not fully formed in various circles. Many individuals do not fully understand the importance of discipline values. For example, difficulties in managing time are often experienced, so that the use of time becomes less efficient, and the tasks given are often completed past the specified time limit.

To form good employee discipline, leaders need to implement effective strategies to ensure that employee discipline is maintained and does not decrease. The right strategy for maintaining discipline will encourage the creation of positive disciplinary behaviors while reflecting the level of responsibility employees have for the tasks assigned to them. This condition can also increase employee morale so that the goals of the agency or institution can be achieved optimally.

Work discipline plays an important role in the company because it is one of the main elements in the work process that employees must pay attention to to improve their performance. Better discipline among employees can encourage improved overall performance. The effectiveness of the implementation of discipline in the company plays a major role in determining the extent to which employee discipline can be realized, because without discipline, it will be difficult for the company to achieve its goals. Employees with low levels of work discipline are expected to improve it. For employees who are in charge of providing services to the community, discipline is a key factor that is able to encourage performance improvement so that the company's goals can be achieved. Effective discipline reflects a person's obligations to the task undertaken. Good discipline not only improves work morale but also creates a positive work atmosphere and helps the organization realize its goals.

Work discipline refers to an individual's understanding and willingness to comply with company policies as well as relevant social standards. The application of discipline rules to each employee is one of the methods of providing coaching and direction to achieve the expected results. Through discipline, managers can encourage, direct, and optimize employees' efforts in a more productive direction. Therefore, it is important to communicate and explain the tasks that workers must adhere to, including the work standards and instructions for which they are responsible. Discipline can also be used as a means to support employee development and promotion. Every employee who is in charge of providing services to the community is expected to understand and obey all these requirements, not only demanding their rights but also carrying out their obligations with full responsibility.

Referring to Law of the Republic of Indonesia Number 94 of 2021 Concerning Employee Discipline, employee discipline aims to form employees who have moral integrity, professionalism, and accountability. This rule serves as a guideline in enforcing discipline in

the work environment. With the enforcement of discipline, employees are expected to increase their productivity through the implementation of a career system and performance appraisal. In addition, moral integrity is also an important factor in employee career development.

Considering the situation in the work environment, there are still many problems with the application of discipline. This is shown by the fact that there are still office employees who still do not heed the regulations that have been set, especially those who still adhere to work discipline.

METHOD

This research is descriptive, aiming to describe solutions to the problems that are being faced based on the data obtained. The data collection method applied is observation, which is carried out by directly observing and recording events, actions, and problems that occur related to employee work discipline at PT Pegadaian Makassar Branch.

An effective and appropriate research stage will significantly affect the research results. For this reason, it is necessary to formulate the research stage systematically. An effective and structured research stage will have a significant influence on the research results. Therefore, it is necessary to arrange research steps systematically. This qualitative research consists of three main stages, namely: Pre-Field Stage**,** At this stage, the focus is to prepare before the implementation of the research. The activities carried out include the preparation of research designs, the arrangement of research concepts and logistics, the selection of research locations, and the management of permits. The initial step in this stage is to define the research problem, choose a title, and assign a research location. The selection of the location of this research is based on various considerations, such as the level of seriousness of the problem, time constraints, energy, cost, and interests and abilities. In the context of this research, the location chosen is PT Pegadaian Makassar Branch. After the problem and the title of the research are determined with the approval of the supervisor, conduct an initial field study to obtain an initial overview of the research subject. Field Activity Stage, This stage includes data collection using observation, interview, and documentation methods related to the focus of research, namely preventive strategies in fostering employee discipline at PT Pegadaian Makassar Branch. The main activities at this stage include the preparation of a research design, the formulation of the background of the problem and the reasons for the implementation of the research, literature study, the selection of research locations, scheduling arrangements, the selection of research instruments, the preparation of data analysis procedures, the preparation of the necessary equipment in the field, and the design to ensure the accuracy of the data obtained. Data Analysis Stage, In this stage, data obtained from observations, interviews, and documentation is processed and analyzed. The analysis process aims to process the data into more meaningful information, which will later be poured into the research report. Before making a conclusion, compile an interim report containing the findings of the research results. These three stages are designed sequentially to ensure that research runs smoothly and produces valid and accountable data.

The validity of the data is checked to ensure the level of confidence in the correctness of the research results. To ensure the accuracy of the data obtained, a validation process was carried out using the triangulation method. Triangulation is a data verification technique that utilizes a variety of different sources and methods. In this study, two types of triangulation were applied, namely source triangulation and technique triangulation. Source triangulation involves checking data from various sources, while triangulation techniques use several data collection methods, such as observation, interviews, and documentation, to ensure the consistency and validity of the data.

RESULT AND DISCUSSION

Attendance

Attendance refers to the arrival of employees at work. Employees are expected to be on time and come in every day as part of their obligations. At PT Pegadaian (Persero) Makassar Branch, employee discipline is regulated based on government regulation number 94 of 2021.

Based on the results of the research, it can be concluded that the level of employee attendance at the Makassar Branch Pawnshop Office (PERSERO) is classified as poor. Research shows that some employees still arrive late, arrive after breaks, or go home late due to personal reasons or other constraints, resulting in them not adhering to established norms. This was revealed in an interview with the sub-district head, who stated that many employees came to the office late, and weak supervision and control, because the sub-district itself was often late due to other obligations such as attending meetings with potential customers. Based on observations, it can be concluded that the presence of employees at PT Pegadaian (Persero) Makassar Branch is still in the category of lack of discipline due to delays caused by personal reasons; some employees are not present, and there is a lack of supervision from the leadership when employees are on duty outside the office.

Attendance is one of the indicators of employee discipline, so it can be used as a benchmark to assess the extent of employee discipline in an organization, starting from the punctuality of arrival to the time of departure, all of which are regulated in regulations that must be complied with. However, there are still many employees who do not understand the concept of discipline. In terms of attendance, being present on time is not enough to assess employee discipline to the maximum; return time is also an important aspect in the attendance assessment. This is proven by the presence of attendance when the time to return home arrives. Therefore, employees who leave early or exceed working hours, except for those who have additional duties, are still included in the category of employees who lack discipline.

In the Collective Labor Agreement (PKB) of PT Pegadaian (Persero) with the Pegadaian work certificate for the period 2017-2019, Number 70/DPP-SP/XI/2017, it has been explained in detail about the obligations that must be complied with and the prohibitions that must not be violated by employees. The agreement includes Article 82, which regulates the working days and hours of employees of PT Pegadaian (Persero), both at regional offices and branch offices.

Based on the results of research and interviews with employees at PT Pegadaian (Persero) Makassar Branch, it was found that there are still some employees who arrive late, both at work hours, after breaks, and when they go home, with personal reasons and obstacles that prevent them from complying with the regulations that have been set. This can be seen from the information of the first informant, who stated that there are still employees who are late, and supervision of this is still not strict, because leaders often get tasks outside the office, such as attending regional office meetings or official ceremonies.

Responsibility

Responsibility is the attitude shown by an employee towards the tasks assigned to him by completing them on time. Based on the results of the research, it can be concluded that self-awareness is the main driver in completing tasks well. Responsibilities and obligations also play a role as motivation in completing work. Employees of PT Pegadaian (Persero) Makassar Branch have shown performance that meets expectations or is even very good. In addition, the

information from the second and third informants showed that they always tried to complete tasks on time and with full responsibility, even though they sometimes encountered obstacles, but these obstacles were solved immediately because they understood well the Collective Labor Agreement (PKB) of PT Pegadaian (Persero) and the Pegadaian Work Certificate for the period 2017-2019 Number: 70/DPP-SP/XI/2017. Based on observations, it can be concluded that employee responsibilities have been categorized as good and disciplined.

Responsibility, in addition to attendance, is also an integral part of employee discipline indicators. This can be used as one of the references in this study to assess the extent to which employees carry out and complete their tasks on time. Therefore, it is very important for leaders to directly supervise the attitude of employee responsibility, as this contributes to improving employee work discipline so that they can be categorized as disciplined employees.

According to the theory presented by Hasibuan (2015, p. 133), responsibility is the obligation of every individual as a rational and free creature not to shy away from giving explanations about his actions.

Based on the results of research at PT Pegadaian (Persero) Makassar Branch, it was found that the responsibilities owned by employees can be categorized as very good because their tasks are completed well and on time. This is evidenced through an interview with one of the employees who stated, "In carrying out their duties, they are all on time, without obstacles both internal and external." All three informants also revealed that they avoided consequences and realized that completing tasks was part of the responsibility, so they felt compelled to get the job done well.

Attitude

Attitude is the way an employee shows motivation, both positive and negative, which is reflected in the way he communicates with colleagues and works with them. Attitude includes actions that employees should take, especially in the office environment and during working hours. However, a good attitude with positive values should be possessed by employees anytime and anywhere, both in the office and outside the office, as well as in the home and social environment. Communication is also an important aspect in creating a good employee attitude. The direction of communication must meet the right communication standards. Employees with a good attitude should be open to suggestions and criticism and willing to improve themselves. If all aspects of a good attitude are in place, the employee can be considered disciplined. Based on the results of the research, it can be concluded that the attitude of employees is in accordance with expectations, or in a very good sense.

Attitude refers to actions or behaviors that are carried out based on the individual's beliefs or stances. In this study, the attitude in question is the employee's compliance with applicable regulations. Therefore, attitude is a very important indicator in achieving employee discipline, because attitude also reflects the personality of employees. As a result, every employee must have and maintain a good attitude. This is in line with the views of Hardiansyah, Soehardi, and Rony (2019, p. 169), who stated, "Discipline comes from a person's readiness and willingness to comply and obey the norms of the regulations that apply around him."

Based on the results of research at PT Pegadaian (Persero) Makassar Branch, it was found that the attitude possessed by employees can be categorized as very good because communication and cooperation are well established and the use of office uniforms is appropriate. This is proven based on the results of an interview by one of the leaders at the office, who stated that "All employees have all used office uniforms correctly according to regulations." The attitude of employees in communicating with fellow employees is that all of them establish good communication and there are no problems, and they all establish close

cooperation so that if there are tasks that must be completed in a group, they can complete them together. Regarding communication and cooperation, the three informants also stated that in the office there are several tasks that are completed in the form of a team so that communication and cooperation are one of the things that support completing the tasks of the team given.

Norm

Norms are rules that exist in a company to ensure that employees work together in the right and honest way, maintain good relations with other colleagues, and comply with all regulations that have been set by the company.

Based on the results of the research, the level of employee compliance with the norms that have been agreed upon at the PT Pegadaian (Persero) Makassar Branch office can be considered good. The results of observations show that compliance with the applicable norms among employees of PT Pegadaian (Persero) Makassar Branch is included in the category of good or discipline. This is proven through an interview with one of the employees who stated that "In general, they are all compliant, but there are some who are less compliant." After being given a verbal reprimand, they finally understood that the action was against the rules. The three informants also revealed that their leaders had complied with the regulations, and one of the informants provided evidence of their leader's compliance. This is in accordance with the opinion of Halilah (2021, p. 59), who states that "Legal principles are basic norms described from law, which are basic ideas as general rules that are the foundation of law." Based on observations, it can be concluded that the employee norms at PT Pegadaian (Persero) Makassar Branch are good and disciplined.

Norms are the foundation or basis that supports employee discipline; norms mean a person's obedience to an applicable regulation. Meanwhile, obedience itself has the meaning of understanding a stipulation of rules through the heart and mind. In many cases, some individuals actually obey the rules because they realize they are breaking the rules, but they do not obey them, so they do not follow them.

A similar thing is also expressed by Halilah (2021, p. 59), who states that "Legal principles are basic norms derived from law, which are basic ideas as general rules that form the basis of law itself."

Based on the results of research at PT Pegadaian (Persero) Makassar Branch, it was found that the level of compliance with regulations owned by employees can be categorized quite well because some employees have complied with applicable regulations. This is proven based on the results of an interview by one of the employees, who stated that "Generally they are all compliant, but there are some who are not compliant; after being given a verbal reprimand, they finally understand that the action violates the rules." The three informants have also said that their leaders have complied; one of the informants provided proof of their leader's compliance with the regulations.

Collateral management

Employees who have authority and responsibility in the management of warehouses (safes) are tasked with preventing errors or improper storage in the management of goods. Based on the results of the research, the management of collateral (warehouse) is carried out systematically and well organized. This includes regular storage of goods at the end of working hours, arranging goods by value, type, and time order, and carrying out periodic supervision and checks to prevent damage or loss of goods. This management aims to maintain the safety of collateral while increasing customer trust. The management of gold

collateral at PT Pegadaian (Persero) Makassar Branch includes the process of receiving, storing, maintaining, disbursing, and administering collateral in accordance with applicable regulations. This aims to secure and maintain customers' belongings and minimize risks such as loss of goods or goods that have expired. The main goal is for the pawnshop to avoid losses and customers not to lose their valuables. This statement is in line with Hartanto's theory (2019, p. p.224) which states that "the management of goods must be based on functional principles, legal capacity, transparency, and value capacity, and requires high commitment from all levels, from the SKPD level to regional heads, so that goods can be accounted for both physically and administratively reporting."

Gold as collateral is the most common type used in the pawn process. The implementation of the pawn contract begins with the submission of a pawn application, followed by an explanation of the pawn products and procedures by the pawnshop officer. After the pawnbroker agrees to the procedure, he hands over the valuables that will be used as collateral along with his identity card to the appraiser. The appraiser then checks the condition of the goods and ensures that they are complete in accordance with the requirements of the pawnshop. The provision of collateral in the form of gold requires an appraisal carried out by an appraiser, with an estimate that refers to the provisions applicable at PT Pegadaian (Persero). Once the goods are assessed and approved, the collateral will be handed over to the depositor to be stored in a safe.

This statement is in line with the theory put forward by Hartanto (2019, p. p.224), which states that "the management of goods must be based on functional principles, legal capacity, transparency, and value capacity." For effective management of goods, a high commitment is needed from all parties, starting from the SKPD level to regional heads, so that all goods can be accounted for, both physically and administratively."

The results of the interview show that the management of gold collateral at PT Pegadaian (Persero) Makassar Branch includes the process of receiving, storing, maintaining, spending, and administering collateral in accordance with applicable regulations. This is done to secure and safeguard the customer's belongings in order to minimize risks that may occur, such as the loss of goods or goods that have expired. Thus, pawnshops can avoid losses, and customers will not lose their valuables.

Supporting factors and factors inhibiting employee discipline at PT Pegadaian Makassar Branch

In this study, supporting factors refer to important elements whose contribution is very helpful in achieving organizational goals, especially related to employee discipline. The existence of supporting factors can also increase efficiency in the use of time to complete work.

Based on the results of research at PT Pegadaian (Persero) Makassar Branch, it can be concluded that factors that support employee discipline include challenges, rewards, compliance, skills, and insights. Giving rewards, both in the form of gifts and awards, both written and oral, makes employees feel appreciated. Compliance of all employees with applicable regulations will help ensure that the work completion process runs in a structured manner. Leadership skills are also an important supporting factor in this study, including the ability to supervise, set an example, and take an approach that can motivate and improve staff morale. In addition, broad leadership insights, especially in terms of technology, make it easier for employees to take the initiative to overcome obstacles that arise in completing tasks. Based on this explanation, it can be concluded that there are five factors that support employee discipline at PT Pegadaian (Persero) Makassar Branch, namely rewards, compliance, skills, and insights.

Supporting factors for employee discipline are one of the most important aspects in supporting employee discipline and achieving the goals of an organization. A person will not do something if there are no factors that motivate the person; therefore, it is important to analyze the factors that support a person in completing a job so that the leader is able to provide a comfortable climate at work for his staff.

Leadership skills are also present as supporting factors in this study. Whether it is skilled in supervising, skilled in setting an example, or skilled in approaching, it can foster motivation and work spirit for their staff, and broad insight into technology can make it easier for employees to take the initiative if there are obstacles present in the process of completing work. Based on this description, it was concluded that there are 5 factors that support employee discipline at PT Pegadaian (Persero) Makassar Branch, namely rewards, compliance, skills, and insight.

Based on the results of data analysis carried out during the research period. The factor that supports employee discipline at PT Pegadaian (Persero) Makassar Branch is the provision of special team tasks that make employees feel challenged in the process of completion. The provision of rewards that can change gifts and awards, both written and verbal awards, makes employees feel more appreciated. Compliance of all employees with applicable regulations will make the process of completing a job structured appropriately.

Inhibiting factors are things that hinder the achievement of an organization's goals, especially related to employee discipline. Therefore, it is important to identify all things that are obstacles to the achievement of expected employee discipline so that solutions can be found to minimize these obstacles that can affect employee discipline at PT Pegadaian (Persero) Makassar Branch through the interview method.

Based on the results of research at PT Pegadaian (Persero) Makassar Branch, it was concluded that factors that hinder employee discipline include environment, indifference, and assertiveness. Indifference to authority is also an inhibiting factor because it can cause boredom and set a bad example for fellow employees, such as delaying work. In addition, the lack of firmness from the leadership makes the regulations considered trivial by employees. Based on this explanation, it was concluded that there were three factors that hindered employee discipline at PT Pegadaian (Persero) Makassar Branch, namely the environment, indifference, and firmness.

The inhibiting factor of employee discipline is something that is able to make an employee fail in carrying out obligations; if an employee in an organization fails in carrying out obligations, then the pattern of an organization fails in achieving its goals. That is why inhibiting factors are one of the negative aspects that must be overcome because they can be fatal to an organization.

This statement is in line with the theory proposed by James Haryando (2017, p. 48), which states that "The factor that can hinder employee work discipline is the extent of the leader's firmness in taking action, which will affect the level of employee discipline."

Based on the results of data analysis conducted during the research period, the factors that hinder employee discipline at PT Pegadaian (Persero) Makassar Branch are the environment that can cause laziness and the desire to postpone a job, for example, staying up late at night. Indifference to authority is also present as an inhibiting factor in this study because it can give a sense of boredom and provide a bad example to fellow employees, for example, postponing work and lack of assertiveness of leaders so that regulations are underestimated by employees. Based on this description, it was concluded that there were 3 factors that hindered employee discipline at PT Pegadaian (Persero) Makassar Branch, namely the environment, indifference, and assertiveness.

CONCLUSION

This study concludes that the level of employee discipline at PT Pegadaian (Persero) Makassar Branch is classified as "lack of discipline." This is shown by several key findings, namely: Employee attendance is still low with delays and absenteeism. Employee responsibilities are quite good, with quick problem resolution. Employee attitudes are considered positive, reflected in effective communication and teamwork. Compliance with norms is still lacking due to violations of rules caused by weak supervision by superiors. Supporting Factors: Challenges, rewards, compliance, skills, and insights are elements that encourage employee discipline. Inhibiting Factors: The work environment, indifference, and lack of assertiveness are obstacles in improving discipline.

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