

STRATEGY FOR IMPROVING EMPLOYEE DISCIPLINE AT BMT USAHA ARTHA SEJAHTERA SENORI TUBAN

Popy Nurmaeni¹, Joko Hadi Purnomo¹

¹Institut Agama Islam Al-Hikmah Tuban, Indonesia

popynur2002@gmail.com (085704205368); joko.hpurnomo@gmail.com (082131571616)

ABSTRACT

Human resources have a very important role in a company in managing, regulating, and utilizing employees so that they can function productively for the creation of company goals. The problem that exists in human resources that deserves the company's attention is the quality of employee performance, therefore the existing workforce needs to be maintained and developed is the quality. The quality of employee performance is considered important because the success of a company is influenced by good quality work in order to achieve the vision and mission desired by the company. One of the right ways is with work discipline as a reference for employees to improve company performance or performance, so that in a company that is experiencing business development it is expected to be able to improve employee performance, because the level of performance of the company's employees will determine the level of success. a company. The purpose of this research was to describe the strategy to improve employee discipline in achieving company success. This research was conducted at BMT Usaha Artha Sejahtera Jatisari Senori Sub-District Tuban District, which consisted of 13 employees. The research that the writer did was included in descriptive research using a qualitative approach, with the data sources used were primary and secondary data sources. The data collection technique used in this research is through observation, and semi-structured interviews which are equipped with related documentation data that is used as a complement in obtaining data as information material. The results of this research indicated that there were 2 factors that influenced employee work discipline, including compensation and supervision. While the results of increasing employee work discipline indicated that there were 2 factors, including rewards and career paths. It could be concluded that human resources were important thing in an organization so that they should be supported to have high work discipline.

Keywords: Strategy, Employee Discipline, BMT Usaha Artha Sejahtera

1 INTRODUCTION

Baitul Maal Wa Tamwil or better known as BMT is a sharia financial institution that combines two concepts in one institution's operational activities, including the Maal concept and the Tamwil concept. (Ridwan, 2013). The concept of maal carried out by BMT is to accommodate and distribute zakat, infaq, and shodaqoh (ZIS), while the concept of tamwil refers to business activities that aim to seek profit. (Novita, 2014). BMT was established with the aim of providing facilities to people who have middle to lower economic levels who have not been or are not covered by the services of a Sharia Bank or

Sharia BPRS. In carrying out its operational activities, BMT uses a profit-sharing system, remuneration, profit, and buying and selling. (Afrianty, et al, 2019).

Baitul Maal Wa Tamwil (BMT) was born in Indonesia in 1984 as a form of the ideas of ITB students who wanted the establishment of a financial institution aimed at the community and micro-scale businesses which in their operational activities have principles that are in accordance with sharia provisions. Then BMT began to be developed by ICMI (Indonesian Muslim Intellectuals Association) as a movement that was functionally followed up by the Small Business Business Incubation Center (PINBUK). (Sholahuddin and Hakim, 2012). BMT in Indonesia continues to experience stable development, recorded based on information from KNEKS (National Committee for Sharia Economy and Finance) in 2008 the total BMT in Indonesia has reached 4500 units.

BMT Usaha Artha Sejahtera which is one of the BMTs located in Jl. Ahmad Yani No.63, Jatisari, Senori Sub-district, Tuban district, the center of which is in Pamotan, Rembang, Central Java. BMT Usaha Artha Sejahtera Senori was founded in 2015 and was pioneered by several members. BMT Usaha Artha Sejahtera is engaged in financing, investment, savings with sharia patterns and is a form of embodiment and existence. BMT Usaha Artha Sejahtera Senori has 13 employees, this institution is a legal entity based on the Decree of the State Minister for Cooperatives and Small and Medium Enterprises number 067/BH/XVI.22/2015 and is registered under the name Sharia Financial Services Cooperative Institution (KJKS) BMT Usaha Artha Good luck Senori. (Sholeh, 2022).

The success of a company certainly cannot be separated from the disciplined attitude of its employees. Because Work Discipline is an important factor that can support the progress of companies and other organizations. Work Discipline is a human process as a human workforce to be able to do all work properly and on time and comply with all applicable rules. Good work discipline can reflect the amount of responsibility a person has in carrying out the tasks assigned by his superiors. This can encourage morale, and the realization of organizational or company goals. (Hasibuan, 2000).

Work discipline is used by superiors as a means of communicating with employees so that they want to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations (Rival, 2011). A company that is experiencing business development is expected to improve the performance of its employees, because the level of performance of the company's employees will determine the level of success of a company.

The biggest contribution in improving employee performance is to discipline a employees in the company to always carry out their duties as well as possible. Therefore, increasing employee work discipline must be carried out optimally.

Research on work discipline in an organization or company, especially within the scope of BMT, has been carried out by several previous studies. Aristya Ulin Nasichah (Year 2016) who conducted a research entitled "The Effect of Compensation and Work Discipline on Employee Performance at BMT Bina Ummat Sejahtera". From the title, this research focuses on the effect of compensation and work discipline on employee

performance, where this research was conducted using quantitative methods using questionnaires and documentation.

Another study was also conducted by Febri Ansha Lubis (in 2018) in his research entitled "The Effect of Islamic Work Discipline on Employee Performance at BMT Al Musahbihin". From the title, this research focuses on the influence of Islamic work discipline on employee performance, where this research was conducted using quantitative methods using questionnaires and documentation. Both studies have similarities with current researchers, namely similarities about employee work discipline. However, there is a pressure point that is different from what the researchers are currently doing, because researchers are more focused on the Employee Discipline Strategy that is applied.

As in BMT Usaha Artha Sejahtera Seniori, employee work discipline is widely applied, because in every financial institution work discipline is a very important attitude because discipline is the key to the success of a company. From the research that the researchers did, the employee of BMT Usaha Artha Sejahtera Seniori were all disciplined in their work, but there were problems found from the research results, namely that there were still employees who came late to the office, especially employees whose homes were far from the location. However, BMT Usaha Artha Sejahtera Seniori reminded employees who were late to enter the office through sanctions in the form of fines/salary deductions, so that with these sanctions, BMT Usaha Artha Sejahtera employee were more disciplined in obeying regulations. On the other hand, BMT Usaha Artha Sejahtera will provide rewards in the form of bonuses, allowances and career advancement opportunities for employees who are always disciplined in their work and are able to participate in achieving the goals of BMT Usaha Artha Sejahtera Seniori. (Sholeh, 2022).

Thus the researcher sees that the problem of employee discipline is a very important problem in a company, therefore the author wants to conduct a study with the title "Strategy for Improving Employee Discipline at BMT Usaha Artha Sejahtera Seniori Tuban". Specifically, the purpose of this study is to describe what strategies are used to improve employee work discipline and to find out what factors influence employee work discipline at BMT Usaha Artha Sejahtera Seniori Tuban.

A. Strategy

1. Understanding Strategy

Strategy comes from the ancient Greek word meaning "The Art of War". A strategy has the basis for achieving the intended goals. So, strategy is a tool used by companies or organizations to achieve goals. (Umar, 2001).

Strategy is defined as a process of determining the plan of leaders that focuses on the long-term goals of the organization, which is accompanied by the preparation of a method or effort on how to achieve these goals. In other words, the definition of strategy contains two components, namely: Future Intentions (long-term goals) and Competitive Advantage (competitive advantage). (Marrus, 2001).

B. Work Discipline

Definition of Work Discipline

The adjustment of each individual to everything that is set on him will create a disciplined personality. Likewise in the life of a company, work discipline for employees is needed, because basically discipline is the main key to the progress of the company.

Discipline is a human being who is able to regulate, control himself which includes setting the way of life and setting the way of working. While work is an activity that someone does to get a positive value from these activities. (Sinambela, 2016).

Work discipline can be interpreted as an attitude of respect, respect, obedience, and obedience to the applicable written and unwritten rules and being able to carry it out and not avoid consequences. (Hasibuan and Melayu, 2009).

So work discipline can be interpreted as attitudes, behaviors, and actions that are in accordance with company regulations, both written and unwritten. When employees always come and go on time, do all their jobs well, comply with all company regulations and applicable social norms. Discipline must be enforced in an organization or company, because without the support of good employee discipline, it is difficult for companies to realize their goals. So work discipline is the key to the success of a company in achieving the desired goals.

C. Employees

Understanding Employees

Employees are the main assets of the company who are active actors who act as drivers in every activity that determines the progress of a company, because the quality of the organization depends on the quality of the people in it. (Nugraheny, 2009).

To achieve company goals, of course, it cannot be separated from the existence of employees, so that employees and the company are two things that cannot be separated, because employees play a major role in carrying out the company's life cycle. So that employees and the company are two people who work together in advancing a company.

2 MATERIAL AND METHODS

1. Research Type

The research method used in this study is a qualitative research method. Qualitative research method is a research procedure that produces data in the form of written or spoken words from the observed behavior. (Meleong, 2016). The qualitative approach in this study aims to reveal and describe in more detail how to improve employee discipline at BMT Usaha Artha Sejahtera Senori. This research was conducted at BMT Usaha Artha Sejahtera which is located in Jl. Ahmad Yani No.63, Jatisari-Senori District - Tuban District.

2. Data collection methods in this study used are:

1. Interview method. Interview technique is an interview technique that collects data through a meeting of two people to exchange information and ideas through face-to-face questions and answers between researchers and respondents (Arikunto, 2006). This interview was conducted by interviewing 2 people, namely Mr. M. Sholeh as the manager and Wafiqotul Azizah as an employee of BMT Usaha Artha Sejahtera Senori Tuban. Interview time will be held on Thursday, March 11, 2022 at 08:50 WIB.

2. The observation method is a method carried out by direct observation at BMT Usaha Artha Sejahtera Senori Tuban. This observation is carried out so that the data collected is relevant to the problem under study.

3. Documentation, the data that researchers get in the form of institutional data obtained from Mr. M. Sholeh SE. as the manager of BMT Artha Sejahtera Senori Tuban.

3 RESULT AND DISCUSSION

A. Factors Affecting Employee Work Discipline.

The results of the research on the factors that affect the work discipline of employees at BMT Usaha Artha Sejahtera. According to M. Sholeh as Manager and Wafiqotul Azizah as employees of BMT Usaha Artha Sejahtera there are 2 factors, namely:

1. Compensation

Compensation is anything that an employee receives in return for his work. Compensation is very important for employees because with compensation in the form of appropriate salaries, bonuses, benefits, and good facilities, employees will certainly get job satisfaction and will be motivated to keep working hard. So that compensation has a significant effect on employee work discipline.

2. Supervision

Supervision is an effective action to realize the behavior, morale, enthusiasm, and work performance of employees. Because with this supervision, employees will feel that they receive attention and guidance from the leadership. So that with good supervision it can direct employees to be able to carry out work properly and in accordance with the targets set by the company.

BMT Usaha Artha Sejahtera is under his supervision through direct direction from the leadership and through the cctv system as well as through the supervision of the audit team who visits BMT Usaha Artha Sejahtera Senori every month to control all the performance of each employee by using online attendance which is a benchmark for the discipline of BMT Usaha Artha Sejahtera employees. So supervision is very important for employees because with this supervision can realize employee discipline at work. So that this supervision has a significant effect on employee work discipline and the progress of the BMT Usaha Artha Sejahtera. (Sholeh and Azizah, 2022).

B. Employee Discipline Improvement Strategy

The results of the study, Improving employee work discipline at BMT Usaha Artha Sejahtera Senori. According to M. Sholeh as the Manager of BMT Usaha Artha Sejahtera there are 2 factors, namely through Reward and Punishment.

1. The first way to increase employee work discipline is to provide rewards. The reward instruments used by M. Sholeh as Manager at BMT Usaha Artha Sejahtera are:

a. Bonuses and allowances will be given to employees who are disciplined in their work and employees who are able to achieve the targets given by BMT Usaha Artha Sejahtera Senori.

b. Career Path Opportunities will be given if there are employees who are disciplined in their work and have good or superior performance who are able to participate in advancing and achieving the goals of BMT Usaha Artha Sejahtera Senori.

2. The second way to improve employee work discipline is to provide punishment. The punishment instruments used by M. Sholeh as the Manager of BMT Usaha Artha Sejahtera are:

a. Sanctions in the form of fines or salary deductions will be given to employees who often arrive late and go home not according to their home hours and if the delay exceeds 700 minutes each month, the employee will be given an SP1 warning not to obey the rules given by the BMT Artha Sejahtera Senori business. .

b. Sanctions in the form of a warning SP3, will be given to employees who often exceed the regulations given by BMT Usaha Artha Sejahtera and if this is done continuously, the employee will be expelled from the office. (Sholeh, 2022).

Based on the results of the research that researchers got through interviews with Mr. M. Sholeh as Manager and Wafiqotul Azizah as Employees of BMT Usaha Artha Sejahtera Senori that:

1. Factors that affect Work Discipline include 2 factors, namely:

a. Compensation

The compensation factor has a very significant effect on employee work discipline, because with compensation in the form of a salary that is in accordance with the job, bonuses, benefits, and good facilities, employees will certainly get job satisfaction and will be motivated to work hard. So that it also affects the progress of the company, because the success of a company is influenced by good quality work.

b. Supervision

The supervisory factor also has a significant effect on employee work discipline, because with this supervision employees will be more obedient to regulations. So that with good supervision from the leadership can direct employees to be able to carry out work properly and in accordance with the targets set by BMT.

BMT Usaha Artha Sejahtera is monitored through cctv and computer systems as well as supervision from the audit team who controls the entire performance of each employee by using online attendance as a benchmark for the discipline of BMT Usaha Artha Senori employees. So supervision is very important for employees because with this supervision can realize employee discipline at work. Because if there are employees who violate the rules will definitely get sanctions from the leadership. So that supervision from the leadership has a significant effect on employee work discipline and the progress of BMT Usaha Artha Sejahtera Senori. (Sholeh and Azizah, 2022).

In addition, based on previous research, namely Aristya Ulin Nasichah and Febri Ansha Lubis, there are three factors that affect Employee Work Discipline. Among others are :

a. First, through compensation in the form of a salary commensurate with the work, bonuses, benefits, and good facilities, employees will certainly get job satisfaction and will be motivated to continue working hard.

b. Second, through leadership, in general a leader must have an exemplary attitude in order to provide a good example for employees to enforce discipline at work. So with leadership can direct employees to work discipline.

- c. Third, through supervision. In every activity carried out, the company requires supervision that directs employees to carry out their work properly and in accordance with the targets that have been set. (Nasichah, 2016 and Lubis, 2018).

So it can be concluded that based on the research that researchers are doing now with previous research there is a comparison. The comparison is that the factors that affect work discipline according to previous researchers suggest that there are three factors, namely compensation, leadership, and supervision that can affect employee work discipline. Meanwhile, current research shows that there are only two factors, namely compensation and supervision that can affect work discipline.

2. The strategy to improve employee discipline at BMT Usaha Artha Sejahtera has 2 factors, namely:

- a. Through Rewards, rewards in the form of bonuses, allowances, and career path opportunities will be given to employees who always obey the regulations and employees who are able to achieve targets and have good or superior performance who are able to participate in achieving the goals of BMT Usaha Artha Sejahtera Senori.
- b. Through Punishment, in the form of punishment or sanctions for employees who violate office regulations. So that with this punishment, employees will not violate the rules set by BMT Usaha Artha Sejahtera Senori. (Sholeh, 2022).
- c. So based on research conducted by previous researchers, namely Aristya Ulin Nasichah and Febri Ansha Lubis, there are similarities with current research, that the strategy in improving employee discipline is through 2 factors, namely Reward and Punishment. So it can be concluded that reward and punishment have a significant effect on increasing employee work discipline.

4 CONCLUSION

Based on the results of the research and discussion that the authors have described above, it can be concluded that:

1. The factors that affect the work discipline of BMT Usaha Artha Sejahtera Senori employees include two factors, namely compensation and supervision. These two factors are used to foster employee morale so that they are motivated to continue to be passionate about work. So that these two factors have a significant influence on the work discipline of employees at BMT Usaha Artha Sejahtera Senori.
2. The strategy to improve work discipline for BMT Artha Sejahtera Senori employees includes two ways, namely by giving rewards and punishments. These two factors are used to increase high morale for employees. So that these two factors have a significant influence on improving employee work discipline at BMT Usaha Artha Sejahtera Senori.

Based on the conclusions from the results of previous studies with the current researchers have a comparison of the factors that affect employee work discipline. Because in previous studies there were 3 factors that influenced employee work discipline, namely compensation, leadership, and supervision. While the results of the current study there are only 2 factors that affect employee work discipline, namely

compensation and supervision. Meanwhile, regarding the strategy for improving employee work discipline from the results of previous studies with current research, both have in common, namely that there are 2 factors used, namely through reward and punishment.

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