

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPLEMENTING WORK DISCIPLINE

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Abstract

Human resource management has an important role in implementing work discipline. Human resource management can help increase efficiency in carrying out work by arranging good human resource governance. This can include setting effective work schedules, assigning tasks in accordance with employee competencies, and setting fair reward and sanction systems. Human resource management can play a role in increasing employee morale through various activities such as performance award schemes and staff training and development and effective communication between management and employees. Human resource management can help ensure consistent application of work standards throughout the organization. This includes creating clear policies and procedures regarding work discipline, as well as appropriate supervision to ensure compliance with these standards. By implementing a good work discipline system, human resource management can help reduce the intensity of supervision required. By organizing good human resource management, increasing employee morale, ensuring standards are used, reducing the intensity of supervision, and helping company efficiency in general, human resource management can contribute to creating a disciplined and productive work environment.

Keywords: role, human resource management, work discipline

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INTRODUCTION

The Indonesian nation has a very important role in facing current global dynamics. Ongoing development is not only focused on physical aspects, but also on improving the quality of human resource management. In an era of increasingly fierce global competition, the need for individuals who are able to think progressively, are intelligent, innovative and have high enthusiasm is emphasized. The main challenge faced is how to create a workforce that not only has technical expertise, but also the ability to adapt and innovate (Anwar, G., & Abdullah, 2021). In this context, human resource management has a crucial role. Not only focusing on recruitment and administrative aspects, current management places more emphasis on managing a mature organization.

Quality managerial aspects are key in optimizing organizational performance. Various institutions and agencies in Indonesia are trying to improve the performance of each element within them with the aim of achieving organizational survival. In this case, the role because human resource administration is not just as managing the workforce, but also as a catalyst for innovation, developing potential, and creating a productive work environment (Boxall, P., & Purcell, 2022). Apart from that, it needs to be understood that the challenges of modern progress do not only lie in individual or organizational aspects, but also in the ability of the Indonesian people to compete globally. Thus, enhancing the caliber of human resource administration and empowering human resources is a strategic step in welcoming a better future. By integrating effective managerial aspects and holistic human resource development, Indonesia can be better prepared to face global challenges and realize sustainable progress (Zhang, J., & Chen, 2024).

The development of human resources is crucial to the Indonesian nation. In this era of globalization, human resources are not only considered as a production factor, but also as a creative force capable of driving progress. Improving the quality of human resource management is the main key in achieving organizational success. As time goes by, not only technical expertise is needed, but also the ability to adapt, innovate and collaborate. Therefore, human resource development does not only focus on skills aspects, but also on developing character, leadership and critical thinking abilities (Strohmeier, 2020).

The strategic approach of human resource management regards people as the main asset of an organization. In general, human resource

management includes planning, recruiting, training, developing, and managing the workforce. More than just administration, Human resource management also focuses on understanding and maximizing the contribution of individual employees to the achievement of organizational goals. With an effective approach, human resource management can create a productive work environment, support organizational growth, and increase employee satisfaction (Collins, 2022). The goals of human resource management involve various aspects, from managing individual performance to creating a positive organizational culture. One of the main goals is to ensure the availability of quality human resources according to the needs of the organization. In addition, human resource management aims to increase productivity, develop employee skills and potential, and maintain healthy relationships between management and employees. In this way, human resource management acts as a key driver of an organization's long-term success (Stahl et al., 2020).

According to Maryani et al., (2021) management plays a crucial role in forming employee discipline. As the main element in the organizational structure, management is responsible for designing, implementing and monitoring policies and procedures that support discipline in the work environment. Through a human resource management-oriented approach, management plays a role in providing clear guidelines, effective communication, and providing consistent consequences for disciplinary violations. With a proactive management role, companies can create a disciplined work culture, increase productivity, and strengthen the relationship between employees and the company.

The concept of work discipline holds significant importance when discussing human resource management. Work discipline includes the rules, norms and behavior of employees in the workplace. The goal of work discipline is to create an orderly, efficient and productive work environment. Work discipline also contributes to establishing a positive work culture, improving performance, and reducing the potential for conflict in the workplace. In addition, work discipline aims to increase responsibility, order, and reduce the level of rule violations, which in turn can increase trust and cooperation among organizational members (Sitopu et al., 2021). Enforcement of work discipline has specific objectives related to achieving organizational goals. One of the main goals is to ensure that organizational rules and policies are applied consistently, so that every employee understands the consequences of breaking the rules.

Rivaldo, Y., & Nabella, S. D. (2023) stated that work discipline also aims to correct inappropriate behavior, provide guidance to employees who need improvement, and provide sanctions as a preventive measure to prevent future violations. By achieving this goal of work discipline, organizations can create a work environment of balance, integrity and effectiveness. Changes in work patterns and work environments can influence discipline dynamics. Management needs to consider strategies that can maintain and improve discipline amidst these changes. An inclusive approach, focusing on coaching, and prioritizing effective communication is becoming increasingly important to achieve work discipline goals. Sanctions must be integrated with a coaching approach, ensuring that employees understand the consequences of actions that violate the rules while being given opportunities for improvement. Apart from that, Technology's place in work and human resource management discipline also needs to be considered. A human resource management system that is integrated with information technology can make it easier to monitor performance and rule violations. However, policies related to privacy and ethics in the use of technology are also important considerations in implementing technological solutions for management and disciplinary purposes (Oppong, R. F., & Wooton, 2020).

RESEARCH METHOD

This research in-depth investigates the role of human resource management in implementing work discipline using a literature review approach. The results include a thorough understanding Discusses the significance of work discipline, the function of human resource management in fostering employee work discipline, and the role of HRM in businesses. Literature analysis involves an in-depth review of the literature on the role of human resource management in the implementation of work discipline. With a strong conceptual foundation, this Research significantly contributes to enhancing the conversation about what and how human resource management functions in implementing work discipline.

RESULT AND DISCUSSION

The Role of Human Resource Management in Organizations

According to Yong et al., (2020) human resource management is responsible for the activities of business organizations related to diverse staff through the implementation of its functions. One of human resource management's responsibilities is to oversee an expanding and productive

workforce. An organization's human resource management department is responsible for setting up each employee so they may complete their duties efficiently. To achieve this, employees must be considered an asset, not a cost to the organization.

The human resources management team's overall responsibility is to provide guidance on labor management, encompassing hiring and recruitment practices, benefit coordination, training programs, and employee development tactics. Determining production characteristics and creating and growing a business or organization are two crucial roles and functions of human resource management. Without sufficient human resources, the organization will always fall short of its desired outcomes. In addition, one of the most important factors in determining a company's or organization's performance is the availability of human resources (Armstrong, M., & Taylor, 2023).

Chams, N., & García-Blandón, J. (2019) stated several roles of human resource management, namely:

1. Cooperation

In an organization, Together, managers and HRM cooperate to enhance employees' skill sets. Human resources, for instance, counsels managers and other stakeholders on how to allocate workers to various positions or responsibilities within a company, assisting workers in acclimating to the workplace. Employee preferences and business priorities can be taken into consideration when assigning personnel to different business activities in more adaptable organizations.

2. Manage Membership

The role of human resource management is to determine the quality of human resources in a company. Membership in this function has three activities, namely planning, withdrawal and selection process.

3. Building Company Capacity

Human resource management helps businesses develop competitive advantages, which involves developing the company's capacity so that employees can offer and provide unique services to its clientele. corporations, particularly private corporations, compete with one another to develop effective human resources. This relates to retaining and helping employees to remain committed to the company in the long term.

4. Employee Performance Evaluation

Human resource management has the function of evaluating company employees. This evaluation includes training, assessments and

performance-related evaluations provided over a certain period. Apart from employees, the human resources unit also needs to train managers on how to create accurate and good performance standards.

5. Personal Research

Human resource management also functions to find resolutions or solutions to various existing problems. Problems that are often considered by the human resources unit include the causes of employee absence or tardiness, good selection procedures, and causes of workforce dissatisfaction. By conducting personal research or behavioral analysis of employee personnel, employees can avoid suddenly resigning, because this can affect the company's activities and credibility.

6. Troubleshooting

Human resource management is not limited to addressing the changing needs of company leaders, but can also address an ever-changing market. Therefore, human resource management requires good and strategic planning. Employee benefits packages must be continually assessed in relation to company costs. Other things about employees can also be done, such as providing additional holidays, flexible working arrangements or increasing pension plans.

The management of human resources is crucial to enterprises. Through the performance of its duties, human resource management is in charge of an organization's actions pertaining to its diversified workforce. In a corporation, human resource management's function is to organize all employees to effectively carry out their work (Papa et al., 2020).

The following are some of the important roles of human resource management in organizations (Boon et al.,):

1. **Teamwork:** human resource management plays a role in building cooperation between employees and ensuring effective collaboration between them.
2. **Managing Membership:** human resource management is responsible for managing employee membership in the organization, including the appropriate recruitment, selection and placement of employees.
3. **Building Company Capacity:** human resource management plays a role in developing company capacity by identifying employee training and development needs and preparing appropriate programs.
4. **Employee Performance Evaluation:** human resource management evaluates employee performance to ensure that they achieve the targets and standards set by the organization.

5. **Personal Research:** human resource management conducts personal research to understand employee needs and desires, so that they can provide appropriate support for their career development.
6. **Solving Problems:** human resource management plays a role in dealing with problems that arise among employees, such as conflict or dissatisfaction, and finding appropriate solutions

The existence of human resource management in an organization is very important because human resources are a key factor in determining the success of a company or organization. Human resource management helps manage employees to achieve organizational goals and strengthen its culture in the workplace. Without good human resource management, all efforts made by the company will be neglected and in vain (Davidescu et al., 2020).

The Important Role of Work Discipline

Discipline also has benefits for someone who can be responsible for their duties and work. However, there are still many employees who are not disciplined in their work so their performance is not optimal so what happens is that it has an impact on the company and this is still happening. As an employee, discipline is something you must have because it will affect a person's level of success in completing the work that has been given. However, there are still some employees who have not been disciplined so their performance is not optimal. In one company, there were employees who were often late for work so that their performance was very minimal, including their contribution while working. Of course, this is a special concern for local leaders, because work that should be completed on time is never completed, of course this causes losses for an organization, in this case the company (Putri et al., 2019).

According to Tupti, Z., & Arif, M. (2020) persuasive steps have also been taken to reprimand the employee concerned. Verbal warnings have been carried out, the employee must provide good progress and be harder so that he can be more disciplined and so that such treatment does not occur. happens again in the future and does not cause harm to yourself or the office. Indeed, there are numerous reasons why workers don't have the level of discipline, one of which is the employee's own ability, related to discipline, some companies apply punishments to employees who are deficient. discipline, the punishment is from mild to major, for example: verbal warning and written warning. Discipline can also result in social sanctions, therefore

discipline is very important to support employee performance so that the work done is maximized so that the resulting performance is maximized.

Work discipline has an important role in the work environment and a person's career development. The following are several important roles of work discipline (Darmiati et al., 2020):

1. Create a comfortable work environment: Work discipline helps create an orderly and orderly work environment. With discipline, every employee knows what is expected of them and how they must behave. This creates a comfortable and productive work atmosphere.
2. Improve employee performance: High work discipline contributes to improving employee performance. When employees maintain discipline in carrying out their tasks, they tend to be more focused, efficient, and productive. Good work discipline also helps reduce problems that arise due to undisciplined behavior.
3. Supports the achievement of company goals: Consistent work discipline helps companies achieve their goals. By maintaining discipline, employees work in accordance with established rules and procedures, thereby ensuring that all work activities run in accordance with the company's plans and goals.
4. Building responsibility: Work discipline involves personal responsibility for assigned tasks. By maintaining discipline, employees develop a responsible attitude towards their work and become more responsible for the results of their work.
5. Improves cooperation: Good work discipline also contributes to better cooperation between employees. When each employee maintains discipline, they work effectively as a team and support each other in achieving common goals.
6. Building a professional image: Consistent work discipline helps build one's professional image. Disciplined employees are considered individuals who are reliable, responsible, and can work well in the work environment.

In conclusion, work discipline has an important role in creating a comfortable work environment, improving employee performance, supporting the achievement of company goals, building responsibility, increasing cooperation, and building a professional image. By maintaining work discipline, employees can achieve success in their careers and help the company achieve their goals.

The Role of Human Resource Management in Employee Work Discipline

Work discipline has a central role in achieving efficiency and productivity in the work environment. The concept of work discipline includes compliance with applicable rules and norms, including punctuality, responsibility and professional attitude. Employees who have a high level of work discipline tend to be more able to carry out their duties consistently and accurately. Work discipline also reflects an individual's commitment to their work, showing that employees have a responsibility to their work and the organization where they work. A high level of work discipline not only has a positive impact on individual performance, but also contributes to a healthy and productive work atmosphere. Employees who are disciplined at work tend to create an organized and efficient work environment, which in turn can improve the overall quality of team work. Therefore, management needs to pay special attention to fostering work discipline among employees, either through internal policies, education or effective supervision. Apart from that, work discipline also acts as a mediating factor in the relationship between factors such as leadership and motivation and employee performance (Tahir, 2023).

Research shows that when employees have good levels of work discipline, they are better able to respond to effective leadership and maintain high levels of motivation. Therefore, understanding the role of work discipline is not only an administrative demand, but also as the main foundation for achieving organizational goals through optimal performance. The first journal belonging to Arif et al., (2019) explains how work discipline acts as a mediator in the interaction between employee performance, motivation, and leadership. The study's findings demonstrate the beneficial effects of motivation and leadership style on work discipline, which in turn mediates the relationship with employee performance. This research underlines the importance of establishing and maintaining a high level of work discipline as a bridge between leadership and motivation factors and employee performance results. The next journal belonging to Fahmi, M., & Sanika, F. (2019) emphasizes the positive influence of discipline, supervision, and work motivation on employee performance. In this context, discipline, supervision, and motivation are not only mutually independent factors, but also interact to form optimal performance results. This research highlights the importance of a holistic approach in human resource management, which involves these aspects together to achieve optimal results.

The next journal belonging to Ozkeser, B. (2019) has explored the influence of organizational culture and work discipline on employee

presentation at the village office in Timoreng Panua. The findings of the study demonstrate that work discipline and corporate culture have a big impact on employee performance. In this regard, the village's robust corporate culture and constant labor discipline level can make a positive contribution to performance results. Therefore, it is very important to understand that work discipline, supervision, motivation, and organizational culture are interrelated and can strengthen or moderate each other's influence. The practical implication of this research is the importance of developing a comprehensive management strategy, including clear work discipline policies, effective supervision, sustainable motivation, and instilling a positive organizational culture. Management needs to consider the results of this research to improve employee effectiveness and welfare.

Management plays a central role in forming employee discipline. First of all, management is responsible for formulating clear and firm company policies and rules. This policy includes behavioral norms, punctuality, and performance standards expected from each employee. This policy, when drafted well, becomes the basis for establishing a culture of discipline within the organization. Apart from formulating policies, management also has a role in setting an example and being a role model for discipline. Employees tend to follow management's behavior, so if management shows commitment to discipline, this will permeate all levels of the organization. When management shows compliance with company rules, employees are more likely to internalize those values in their daily actions.

Management also plays a role in providing constructive feedback related to discipline. Through a performance evaluation system and one-on-one conversations, management can appreciate good discipline and provide guidance to employees who need improvement. This approach does not only focus on punishment, but also on developing the potential of employees to improve their work discipline. Next, management needs to create a work environment that supports discipline. This includes providing sufficient resources, relevant training, and an incentive system that motivates employees to remain disciplined. Management can also reduce obstacles that can hinder discipline, such as ambiguous policies or lack of effective communication (Mahapatro, 2021).

Management also plays a role in designing employee training and development programs that include disciplinary aspects. This training can include an understanding of the importance of discipline, time management techniques, and an introduction to company values. In this way, management

can provide employees with the tools and knowledge to establish disciplined behavior. Apart from that, management can also utilize technology and information systems to monitor and manage employee discipline. This system can provide transparency into employee performance, make it easier for management to provide real-time feedback, and identify behavioral patterns that need to be improved. Management can also adopt a collaborative approach in establishing discipline. Involving employees in forming organizational policies and rules can increase their sense of ownership and responsibility for discipline. Thus, employees do not only see rules as orders from above, but as norms that are recognized and accepted collectively (Lee et al., 2019).

CONCLUSION

Human resource management has an important role in implementing work discipline in an organization. The following are several roles of human resource management in implementing work discipline:

1. Helps carry out work more efficiently: human resource management can help increase efficiency in carrying out work by arranging good human resource governance. This can include setting effective work schedules, assigning tasks in accordance with employee competencies, and setting fair reward and sanction systems.
2. Increasing employee morale: Human resource management may help boost employee morale by implementing a variety of initiatives, including performance reward systems, employee training and development, and effective communication between management and employees.
3. Ensure standards are used: human resource management can help ensure consistent application of work standards throughout the organization. This includes creating clear policies and procedures regarding work discipline, as well as appropriate supervision to ensure compliance with these standards.
4. Reduce the intensity of supervision: By implementing a good work discipline system, human resource management can help reduce the intensity of supervision required. By having clear rules and sanctions, employees will be more inclined to comply with these rules without needing too strict supervision.
5. Helps general company efficiency: human resource management can also play a role in improving overall company efficiency. By managing human resources well, including work discipline, companies can avoid internal

conflicts, increase productivity, and achieve organizational goals more effectively.

In conclusion, human resource management has an important role in implementing work discipline in an organization. By organizing good human resource management, increasing employee morale, ensuring standards are used, reducing the intensity of supervision, and helping company efficiency in general, human resource management can contribute to creating a disciplined and productive work environment.

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