



## Exploration of Factors Affecting Employee Work Discipline at PT Ananda Putra Nanotech Indonesia: A Qualitative Approach

Aisyah Arum Sari<sup>1\*</sup>, Sutarno<sup>2</sup>, Edi Wibowo<sup>3</sup>

Slamet Riyadi University

**Corresponding Author:** Aisyah Arum Sari, [aisyaharum04@gmail.com](mailto:aisyaharum04@gmail.com)

### ARTICLE INFO

Keywords: Work Discipline, Rewards, Employees, Qualitative Approach, PT Ananda Putra Nanotech Indonesia

*Received* : 10 July  
*Revised* : 20 August  
*Accepted* : 27 September

©2025 Sari, Sutarno, Wibowo: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/)



### ABSTRACT

This study aims to explore the factors that influence employee work discipline at PT Ananda Putra Nanotech Indonesia. Work discipline is an important aspect in improving organizational productivity and effectiveness, which is characterized by punctuality, optimal use of working hours, compliance with rules, achievement of targets, and preparation of daily work reports. This study uses a qualitative approach with data collection techniques through in-depth interviews, observation, and documentation. The research informants consist of employees and company leaders selected through purposive sampling. The results of the study show that employee work discipline is influenced by internal factors, such as self-awareness, responsibility, personal motivation, and commitment to work. On the other hand, there are also external factors that have an influence, including leadership style, management systems, work environment, and the existence of rewards and punishments. Analysis based on six indicators of work discipline reveals that most employees have made an effort to arrive on time, make good use of working hours, comply with rules, and are committed to achieving work targets. However, there are still obstacles such as delays due to distance, inconsistency in the application of rules between departments, and irregularities in the preparation of daily work reports. The findings of this study emphasize the importance of consistency in enforcing rules, setting an example from leadership, strengthening reward and punishment systems, and creating a conducive work environment. Employee work discipline can be continuously improved to support the achievement of company goals

## **INTRODUCTION**

Work discipline is one of the fundamental elements in human resource management that plays an important role in realizing organizational effectiveness and efficiency. Discipline is not only interpreted as compliance with company rules and procedures, but also reflects individual commitment and responsibility in supporting the achievement of organizational goals. High discipline implies increased productivity, work quality, and operational regularity. Conversely, low levels of discipline can cause problems such as decreased performance, internal conflicts, and disruption to the company's operational continuity (Hasibuan, 2022; Puspita, 2023).

PT Ananda Putra Nanotech Indonesia, a company engaged in nano-coating technology for the vehicle maintenance industry, faced employee discipline issues as evidenced by fluctuations in attendance data for the period July–December 2024. The high number of leave days, along with a tendency toward tardiness and decreased work engagement, indicates a potential decline in employee motivation and job satisfaction. This situation has the potential to hinder the achievement of organizational targets while also reducing the company's competitiveness amid the increasingly intense dynamics of the autocare industry.

Previous studies have shown that employee work discipline is influenced by organizational culture, training, evaluation, and managerial assertiveness (Amalia & Fiernaningsih, 2025; Wilda & Azwar, 2024). However, studies that focus on a comprehensive exploration of internal, external, and managerial factors in the private manufacturing industry are still limited. Therefore, this study aims to explore the factors that influence employee work discipline at PT Ananda Putra Nanotech Indonesia using a qualitative approach. The findings of this study are expected to contribute theoretically to the development of work discipline studies, as well as practically to companies in formulating more effective and competitive human resource management strategies.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human Resource Management (HRM) is a strategic approach to managing the workforce as an organization's key asset. Hasibuan (2022) defines HRM as the science and art of managing workforce relationships and roles to be effective and efficient in helping to achieve the goals of the company, employees, and society. In line with this, Sutrisno (2022) emphasizes that HR is a key factor that must be managed in a planned and integrated manner and viewed as a long-term investment that requires continuous development in terms of competence, work behavior, and collaborative spirit.

The main objective of HR management is to ensure the availability of competent, motivated, and committed employees in supporting the achievement of the organization's vision and mission. Specifically, this objective includes efforts to acquire and retain quality workers, increase productivity, develop employee potential, and create harmonious working relationships (Sutrisno, 2022).

The main functions of HRM include planning, recruitment and selection, training and development, performance appraisal, compensation, and industrial relations management (Mangkunegara, 2021). Thus, HRM is not only oriented towards administrative aspects, but also has a strategic role in creating organizational competitive advantage. Mathis and Jackson (2019) emphasize that effective HRM can make employees agents of change, innovators, and guardians of organizational culture.

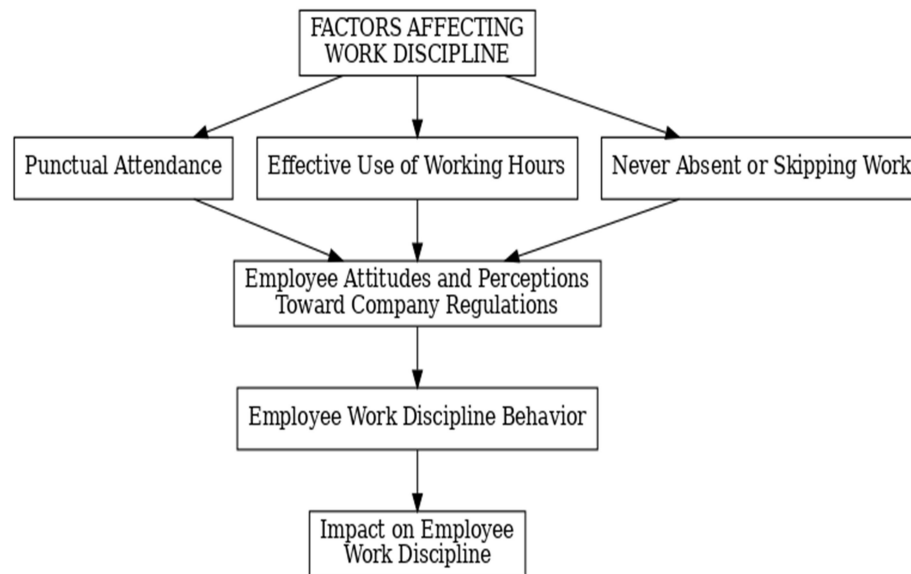
### **Work Discipline**

Work discipline is one of the important aspects in supporting organizational performance. Sinambela (2016) states that discipline serves to foster employees to comply with organizational rules and policies, thereby enabling them to produce optimal performance. In line with this, Sutrisno (2015) defines work discipline as an attitude that shows willingness and readiness to obey applicable norms and rules. Discipline can also be interpreted as an individual's awareness and willingness to comply with all company regulations and social norms (Hasibuan, 2012; Sutrisno, 2018).

The purpose of discipline is not only to ensure that employees obey the rules, but also to shape productive and responsible work behavior. According to Sinambela (2016), work discipline is aimed at helping employees become more productive, maintaining the sustainability of the company, and improving services to stakeholders.

Factors that influence work discipline include the amount of compensation, leadership role models, the existence of clear rules, firm leadership, effective supervision, company attention, and positive habits in discipline (Ginting, 2018). Meanwhile, indicators of work discipline include punctuality, effective use of working time, compliance with regulations, achievement of work targets, and regular preparation of work reports (Afandi, 2016; Hasibuan, 2017).

Efforts to improve discipline can be made through consistent sanctions and rewards, leadership by example, clear communication, effective supervision, and attention to employee welfare (Sutrisno, 2015; Ginting, 2018). Thus, work discipline plays a strategic role in creating a positive work culture while also increasing organizational productivity in a sustainable manner.



Picture 1. Conceptual Framework

## METHODOLOGY

This research was conducted at PT Ananda Putra Nanotech Indonesia, covering three main locations, namely Workshop 1, which also functions as the head office in Sukoharjo, Workshop 2 in Yogyakarta, and the production plant located near Workshop 1. These three locations were chosen because they play an important role in describing and exploring the overall level of employee work discipline.

The type of data used was qualitative data with a descriptive approach. Qualitative data was chosen to gain an in-depth understanding of the phenomenon of employee work discipline, which is presented in the form of words, both spoken and written (Sugiyono, 2016). The main data sources came from informants who had direct knowledge and experience, both from the managerial and operational employees. The data was obtained through in-depth interviews, participatory observation, and documentation studies.

The observation method was conducted by directly observing employee activities in the field. Interviews were conducted using a semi-structured and open approach to explore informants' perceptions and experiences regarding factors that influence work discipline (Anufia & Alhamid, 2019). Documentation was obtained from official company data, such as attendance records, absence reports, SOPs, and performance evaluations, which served to complement the results of interviews and observations (Sugiyono, 2016).

To ensure data validity, this study used source triangulation and method triangulation (Sugiyono, 2017). Source triangulation was carried out by comparing data from various informants, including the Director, HR Manager, Administration and Finance Manager, Factory Supervisor, and employees. Method triangulation was carried out by comparing the results of interviews, observations, and documentation.

Data analysis was conducted descriptively and qualitatively through several stages: (1) grouping data into categories according to the research focus, (2) identifying similarities and differences from various sources of information, (3) interpreting the meaning of the data based on the social and cultural context of the organization, (4) checking the accuracy and consistency of the data through triangulation, and (5) presenting the results in the form of a systematic analytical narrative (Waruwu, 2023).

Using this method, the study is expected to produce a comprehensive picture of the factors that influence employee work discipline at PT Ananda Putra Nanotech Indonesia

## **RESULT**

The results of this study indicate that the work discipline of PT Ananda Putra Nanotech Indonesia employees can be understood through five main indicators, namely punctuality, utilization of working time, absenteeism or truancy, compliance with regulations, achievement of work targets, and daily work reports.

### **Punctuality**

Most employees arrive at work on time as stipulated by the company. However, there are still some cases of tardiness caused by personal factors or external conditions, such as traffic jams. This shows that the level of employee discipline in terms of attendance is fairly good, although not yet optimal.

### **Utilization of Working Time**

Observations show that some employees do not fully utilize their working time productively. Some employees use working time for non-work activities, such as playing with gadgets or chatting outside the context of work. This condition affects the effectiveness of task completion.

### **Absenteeism or Truancy**

Attendance data shows that employee absenteeism rates are relatively low. Most employees attend work consistently according to their schedule, although there have been a few cases of truancy without clear explanation.

### **Compliance with Company Regulations**

Interviews with management indicate that employee compliance with company rules varies. Some employees strictly follow SOPs and work rules, while others ignore certain requirements, such as wearing work uniforms or following work safety procedures.

### **Achievement of Work Targets**

The evaluation results show that the work targets set by the company can generally be achieved by most employees. However, this achievement is not evenly distributed across all divisions. Some employees in the production department show high achievements, while employees in the administration department still face obstacles in meeting their targets.

### **Daily Work Reports**

Most employees have compiled daily work reports as a form of accountability. However, the quality of the reports produced is still inconsistent, with some reports being detailed and systematic, while others are merely formalities.

Overall, the results of this study indicate that the work discipline of PT Ananda Putra Nanotech Indonesia employees is in the fairly good category, with relatively strong indicators of attendance and target achievement, but there are still weaknesses in the aspects of utilization of working time and compliance with company rules.

## **DISCUSSION**

The results of the study indicate that employee work discipline at PT Ananda Putra Nanotech Indonesia is generally in the fairly good category, although there are still several aspects that require further attention. These findings are consistent with Hasibuan's (2019) opinion that work discipline is a form of awareness and willingness of a person to obey all rules and norms that apply within an organization.

First, indicators of punctuality and achievement of work targets are relatively good. This shows that most employees are committed to fulfilling their work obligations. This finding is in line with Rivai (2018), who emphasizes that discipline is positively correlated with work productivity, where employees who are punctual tend to be able to complete targets according to the standards set by the company.

Second, in terms of work time utilization and compliance with regulations, the results of the study show that there are still weaknesses. Some employees are not yet able to use their work time optimally, and there are still those who ignore SOPs and internal company rules. This condition supports the results of Sutrisno's (2017) study, which explains that weak supervision and a lack of strict sanctions can reduce employee discipline.

Third, the indicator of absence or truancy shows a relatively low level of absenteeism. This indicates that employees are aware of the need to be present in carrying out their duties. This situation reinforces Wahyudi's (2020) findings, which reveal that employees with a high level of organizational commitment tend to have good attendance rates.

Fourth, regarding daily work reports, the results of the study show that most employees have fulfilled their administrative obligations, but the quality of the reports is not uniform. This can be linked to individual competence and the level of employee concern for the work standards set by the company. According to Mangkunegara (2017), the success of preparing work reports reflects the level of responsibility and discipline of employees in accounting for their work activities.

In general, this study confirms that work discipline is not only influenced by individual factors, but also structural factors such as the effectiveness of supervision, the application of rewards and punishments, and leadership role models. Therefore, a comprehensive strategy to strengthen discipline is needed, both through increasing employee awareness, enforcing company rules, and consistency in supervision and performance evaluation.

## **CONCLUSION AND RECOMMENDATION**

This study concludes that the work discipline of PT Ananda Putra Nanotech Indonesia employees is in the fairly good category. Of the six indicators analyzed, the aspects of punctuality and achievement of work targets showed relatively high results, while weaknesses were still evident in the utilization of working time, compliance with company rules, sudden absences, and consistency in preparing daily reports. These findings confirm that employee work discipline is not only influenced by individual awareness, but also by the effectiveness of the management system, the strictness of supervision, and the consistency of the application of rewards and punishments.

Based on the results of this study, several recommendations can be made. Company management needs to strengthen its monitoring mechanisms so that working hours are used more optimally and unexcused absenteeism can be minimized. Company rules must also be enforced consistently, with leaders setting a good example in the application of discipline. In addition, a balanced and sustainable reward and punishment system should be implemented to motivate employees to be more disciplined. The company also needs to encourage improvements in the quality of daily work reports through more intensive guidance and supervision. For further research, it is recommended to expand the study variables by including aspects of organizational culture, job satisfaction, and leadership style in order to provide a more comprehensive understanding of the factors that influence employee work discipline.

## **FURTHER STUDY**

This study still has a number of limitations, so further development is needed in future studies. First, further research is recommended to expand the scope by involving more than one company or industrial sector, so that the results obtained can be generalized more broadly. Second, the variables used can be added, for example organizational culture, job satisfaction, leadership style, and other external factors that also influence employee work discipline. Third, the use of quantitative research methods or a combination of qualitative and quantitative methods (mixed methods) can be considered so that the results obtained are more comprehensive and allow for a more in-depth analysis of the relationship between variables. Finally, research with a longer time frame would be very useful for capturing the dynamics of employee work discipline in a continuous manner, thereby providing a more accurate picture of changes in work behavior in the medium and long term.

## **ACKNOWLEDGMENT**

The author would like to express his gratitude to Allah SWT for His mercy and blessings, which enabled him to successfully complete this research and thesis. On this occasion, the author would like to sincerely thank and express his deepest appreciation to all those who have provided support, guidance, and assistance during the research process.

The author would like to express his gratitude to Dr. Sutarno, S.E., M.Si., and Dr. Edi Wibowo, S.E., M.M., as supervisors, who have patiently, dedicatedly, and attentively guided the author through every stage of writing

this thesis. Furthermore, the author would like to thank the Commissioners, Directors, HR Managers, Finance Managers, and all employees of PT Ananda Putra Nanotech Indonesia for providing the opportunities, access, and data necessary for this research.

The author would also like to express his sincere gratitude to the Postgraduate Program and all academic staff for providing administrative support and facilities during his studies and the preparation of this thesis. Last but not least, the author would like to thank his beloved family, especially his parents, for their prayers, love, moral support, and endless motivation.

Finally, the author would like to express his gratitude to his colleagues, friends, and all those who have provided encouragement, assistance, and inspiration, both directly and indirectly. May all the kindness shown be rewarded by Allah SWT

## REFERENCES

- Afandi, P. 2016. *Human Resource Management: Theory, Concepts, and Indicators*. Riau: Zanafa Publishing.
- Ajabar. 2020. *Human Resource Management*. Yogyakarta: CV Budi Utama Publishing Group.
- Anjarwati, W., Iswanto, A., Subekan, A., & Dianto, A. 2023. Work-Life Balance. *Journal of Education and Teaching Review*, 7(3), 8080-8081.
- Anufia, B., & Alhamid, T. 2019. *Data collection instruments*. Sorong: State Islamic College (STAIN) Sorong.
- Arikunto, S. 2016. *Research Procedures: A Practical Approach (Revised Edition)*. Jakarta: Rineka Cipta.
- Aula, Shofia et al. 2022. The Role of Human Resource Management in Improving Organizational Resilience: A Literature Study. *ITS Science and Arts Journal* Vol. 11, No. 1 2022
- Diah, Y. M., Siregar, L. D., & Saputri, N. D. M. 2021. Strategies for Managing Excellent Human Resources (HR) in the New Normal for MSME Actors in Palembang City. *Sricommerce: Journal of Sriwijaya Community Services*, 2(1), 67-76.
- Ginting, N. B. 2018. The Influence of Work Discipline and Communication on Employee Performance at PT. Sekar Mulia Abadi Medan. *AJIE - Asian Journal of Innovation and Entrepreneurship*, 3(2), 130-139.
- Hasibuan, M. S. P. 2017. *Human Resource Management (Revised Edition)*. Jakarta: Bumi Aksara.
- Hasibuan, M. S. P. 2022. *Human Resource Management (Revised Edition)*. Jakarta: Bumi Aksara.
- Laraswati, Cindy., Anjarwati. 2023. The Effect of Education Through Zoom on Teenagers' Knowledge of Breast Self-Examination at Muhammadiyah High School in Tarakan, North Kalimantan.
- Mangkunegara, A. P. 2016. *Corporate Human Resource Management*. Bandung: Remaja Rosdakarya.
- Mangkunegara, Anwar P. 2017. *Human Resource Management*. Bandung: Rosda.

- Mangkunegara, P. A. 2016. *Human Resource Performance Evaluation*, Seventh Edition. Bandung: PT Refika Aditama.
- Moleong, L. J. 2016. *Qualitative Research Methodology (Revised Edition)*. Bandung: Remaja Rosdakarya.
- Puspita, R. (2023). *Improving Human Resource Performance: Analysis of Rewards, Punishments, and Work Discipline*. Malang: Literasi Nusantara Abadi.
- Simarmata, N. (2021). *Human Resource Management*. PT Global Eksekutif Teknologi.
- Sinambela, L. P. 2016. *Performance Management: Theory and Application*. Jakarta: Bumi Aksara.
- Sinambela. 2016. *Human Resource Management (Building a Solid Work Team to Improve Performance)*. Jakarta: Bumi Aksara.
- Sugiyono. 2016. *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
- Sugiyono. 2017. *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta
- Supriyadi, I., Khamdari, E., & Susilowati, F. 2020. *The Role of Human Resource Management in Improving the Performance of Construction Companies*. *Orbith*, 16(1), 27-34.
- Sutrisno, E. 2015. *Human Resource Management*. Jakarta: Kencana.
- Sutrisno, E. 2022. *Human Resource Management*. Jakarta: Kencana Prenada Media Group.