

Human Resource Management at Toko Beras 48 Semarang

Monica Dewi Sonyaroga*, Qristin Violinda, Rr. Hawik Ervina Indiworo

Universitas PGRI Semarang, Indonesia

Email: monicadewisonyaroga@gmail.com*

Keywords:

human resources;
rice store;
management.

Abstract

Human resource management is essential for maintaining employee discipline and supporting organizational performance, particularly in small businesses where limited managerial structures may intensify attendance and punctuality issues. This study aimed to examine human resource management practices at Toko Beras 48 Semarang, identify factors contributing to employee tardiness and absenteeism, and determine strategies for improving work discipline. A qualitative approach was employed through observations, interviews, and document analysis involving the store owner and selected employees. Data were analyzed through data collection, data reduction, data presentation, and conclusion drawing, while triangulation was applied to enhance data credibility. The findings revealed that employee tardiness was influenced by internal factors, including weak leadership, unstructured recruitment processes, and unclear standard operating procedures, as well as external factors such as long commuting distances, traffic congestion, irregular sleep patterns, and workload-related fatigue. The store addressed these issues through improved recruitment practices, continuous training, performance evaluations, compensation and reward systems, clearer communication, and consideration of flexible work arrangements. Supporting factors included open leadership, fair reward systems, consistent rule enforcement, feedback mechanisms, and training programs, while resistance to change and low self-confidence remained significant barriers. The study concludes that comprehensive and consistent human resource management practices are necessary to strengthen employee discipline and enhance organizational productivity within small-scale retail business operations.

INTRODUCTION

Human resources (HR) are a crucial factor in business activities and significantly influence company success. High-quality human resources not only improve organizational performance but also serve as valuable assets for achieving long-term goals. Effective HR management can create a professional and reliable workforce, thereby supporting increased productivity and work quality within a company (Amiruddin, 2016). Managing HR requires considerable investment in terms of both cost and time. However, the benefits gained are substantial because skilled and highly disciplined employees can contribute to optimal performance.

The HR management process is not static but continuously evolves alongside changes in the business environment. Therefore, HR management strategies must be regularly updated and adapted to these developments. Effective management can improve performance and

ensure that organizations are capable of responding to ongoing changes (Mahmudi, 2013). Additionally, companies must ensure that their HR management strategies are able to address challenges arising from globalization and rapid technological advancements.

In the context of rapid technological development and digitalization, companies need to develop not only employees' technical competencies but also an organizational culture and work environment that provide adequate support. Such development is essential to ensure that employees remain motivated and maintain positive perceptions of their work. Globalization and technological advancements require individuals and organizations to continuously adapt to ongoing changes. Therefore, companies must establish a work culture that encourages innovation, creativity, and collaboration among employees to effectively address these challenges (Dina Dwi Juliawati et al., 2024).

The dynamic changes occurring globally have intensified competition among companies. To remain competitive, companies must continuously transform their products, processes, and HR management practices. Increasingly complex societal demands also require companies to innovate and optimize employee performance to meet diverse market needs (Sewang, Umar, S.M., 2024). Therefore, effective HR management is essential for developing a workforce capable of adapting quickly and overcoming emerging challenges.

HR management focuses not only on competency development but also on employee work behavior, including work discipline. Work discipline is one of the key factors influencing employee performance within an organization. Several factors may affect work discipline, including leadership style, workload, and employee motivation. The leadership style applied by managers significantly influences employee behavior. Effective leaders can motivate employees to perform optimally, whereas leaders who provide insufficient attention or supervision may contribute to employee indiscipline in carrying out their responsibilities (Dea Farahdiba & Faisol Rizal, 2023).

For example, at Toko Beras 48 Semarang, the leadership style applied by the store manager influences employee discipline. Preliminary observations indicate that the leadership style implemented at this store tends toward *laissez-faire* leadership, in which leaders provide limited supervision and guidance to employees. This condition contributes to employee absenteeism and tardiness, reflecting challenges in work discipline at Toko Beras 48 Semarang. Although *laissez-faire* leadership may encourage employee autonomy and initiative, it may also result in negative outcomes, such as reduced discipline and deviations from established organizational regulations (Prami Reditayani & Puri Astiti, 2020).

Toko Beras 48 Semarang operates in the staple food retail sector, particularly rice sales, and employs 25 workers across various positions, including cashiers, drivers, and warehouse laborers. Although the store involves diverse job roles that require a high level of discipline, pre-survey results indicate issues related to employee absenteeism and tardiness. Employee absenteeism data from 2022 show that the absenteeism rate exceeded the store's established standard, indicating the need for improvements in HR management practices within the organization.

Based on the collected data, the average employee absenteeism rate reached 2.60% per month, exceeding the store's standard of 2%. Although employee tardiness remained below the established standard overall, several months in 2022 recorded tardiness rates above the permitted tolerance limit. Therefore, the company needs to evaluate its absenteeism and

tardiness management policies and develop appropriate strategies to improve employee work discipline in the future. These absenteeism and tardiness issues may ultimately affect organizational productivity and overall performance.

Table. 1 Employee Absenteeism Percentage

No.	Month	Total Working Days	Total Absenteeism (%)
1	January	25	3.84%
2	February	24	3.52%
3	March	26	2.88%
4	April	23	0.80%
5	May	24	1.44%
6	June	22	2.24%
7	July	26	3.68%
8	August	26	1.60%
9	September	24	2.08%
10	October	26	1.76%
11	November	26	3.04%
12	December	24	4.32%
Average/month			2.60%

Employee tardiness and absenteeism can disrupt operational control, resulting in delayed work schedules and reduced effective working hours. If these issues are not promptly addressed through human resource management practices, achieving optimal work discipline will become increasingly challenging. Therefore, management needs to conduct an in-depth analysis to identify the root causes of employee absenteeism and tardiness and implement appropriate policies to improve and maintain work discipline.

Table 2. Employee Late Arrival Percentage

No.	Bulan	Number of Late Employees	Late Arrival Percentage (%)
1	January	6	0.99%
2	February	3	0.50%
3	March	5	0.78%
4	April	2	0.35%
5	May	4	0.68%
6	June	5	0.95%
7	July	4	0.63%
8	August	5	0.79%
9	September	4	0.68%
10	October	5	0.77%
11	November	4	0.62%
12	December	5	0.85%
Average/month			0.72%

The leadership style applied by a leader also influences employee discipline management. The laissez-faire leadership style can encourage team members' autonomy and ability to take initiative; however, it may have negative consequences if it is not accompanied by adequate supervision and direction. When leaders provide insufficient guidance or control, employees may experience difficulties in maintaining high levels of work discipline (Prami Reditayani & Puri Astiti, 2020). In this context, a more proactive leadership approach is required to provide effective supervision and support, enabling employees to perform in a disciplined and productive manner.

This study aimed to address the research gap regarding the role of leadership style in employee discipline, particularly within the context of human resource management in small-scale retail businesses. Although previous studies have extensively examined the relationship between leadership style and employee performance, limited research has explored this issue in the specific context of Toko Beras 48 Semarang, which has distinct characteristics, including a limited number of employees and a specific business structure. Therefore, this research is expected to contribute new insights into human resource management practices in small and medium-sized enterprises.

This study provides novelty by examining how leadership styles, particularly the laissez-faire leadership style, relate to employee discipline at Toko Beras 48 Semarang. It also aims to provide recommendations for improving human resource management practices at the store to enhance employee discipline and performance. The findings are expected to provide valuable insights for store owners and HR managers in small businesses to improve policies related to absenteeism and tardiness and implement more effective leadership approaches to enhance overall productivity and employee performance.

The primary objective of this study was to analyze the factors affecting employee work discipline at Toko Beras 48 Semarang, with particular emphasis on leadership style and its relationship with absenteeism and tardiness. The findings are expected to provide solutions for improving employee work discipline and offer recommendations for strengthening the existing human resource management system at Toko Beras 48 Semarang.

METHOD

This study employed a qualitative approach to gain an in-depth understanding of human resource management (HRM) practices at Toko Beras 48 Semarang. Data were collected through interviews, observations, and document analysis and were analyzed to describe the HRM practices and challenges within the store. This approach was selected because it enabled a comprehensive exploration of HRM practices based on the experiences and perspectives of individuals involved in employee management.

The qualitative research design emphasized direct interaction with research subjects through interviews and field observations. This approach enabled the researcher to explore the challenges and opportunities faced by Toko Beras 48 Semarang in managing its employees and to obtain a deeper understanding of the HRM practices implemented within the store.

The research was conducted at Toko Beras 48 Semarang, located at Jl. Dargo No. 48, Kebonagung, East Semarang District, Semarang City. The research activities were conducted according to the store's operational schedule to observe HRM practices in their actual context. The main informants were the store owner and selected employees who were directly involved

in employee management activities. The informants were selected based on their knowledge and experience regarding HRM-related practices, including recruitment, training, and performance management.

Data were collected through three methods: observation, interviews, and document analysis (Fadli, 2021). Observations were conducted to obtain direct information regarding HRM practices, including interactions between leaders and employees and the implementation of employee management activities. Interviews were conducted with the store owner and employees to explore their experiences and perspectives regarding HRM practices at the store.

Data triangulation was applied to strengthen the credibility of the research findings (Sugiyono, 2015). Triangulation was conducted by comparing interview results with observational data and information obtained from different sources, including the store owner and employees. This process ensured that the findings accurately represented the HRM conditions at Toko Beras 48 Semarang.

Data analysis followed the model proposed by Sugiyono, consisting of data collection, data reduction, data display, and conclusion drawing (Sugiyono, 2015). The collected data were organized and reduced by selecting information relevant to the research objectives. The relevant data were then presented descriptively to illustrate HRM practices at Toko Beras 48 Semarang. Finally, conclusions were drawn based on the analyzed data to provide recommendations for improving HRM practices at the store.

RESULTS AND DISCUSSION



Figure 1. Words Frequently Appearing in Research Data Findings

Factors Contributing to Employee Tardiness at Toko Beras 48 Semarang

The analysis of the factors causing employee tardiness at Toko Beras 48 Semarang reveals the interplay of both internal and external factors. Internal factors contributing to non-compliance with work schedules include poorly structured recruitment management (Hulu, Siregar, and Rambe 2024), lack of firm leadership (Dea Farahdiba and Faisol Rizal 2023), and unclear standard operating procedures (SOPs) (Nuraeni 2024). Recruitment management without standard operating procedures (SOPs) leads to unclear roles and responsibilities for employees. Without clear SOPs, the decision-making process in recruitment becomes inefficient, resulting in uncertainty and inefficiency in workforce organization at the store.

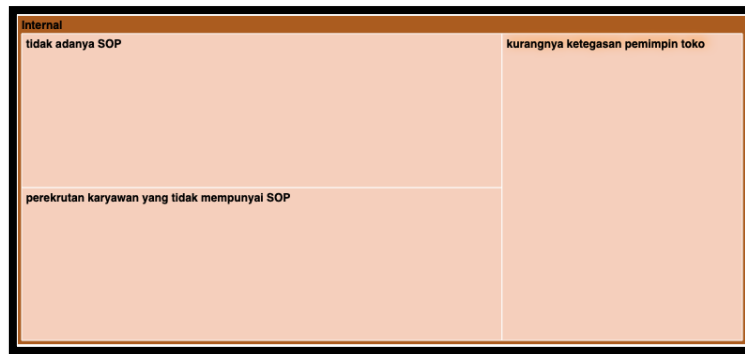


Figure 2. Hierarchy Diagram of Internal Factors Causing Employees at Toko Beras 48 Semarang to Frequently Be Late

In addition, weak leadership has further exacerbated the situation. Leaders who fail to establish clear boundaries and supervise employee punctuality create a culture of tolerance toward tardiness. According to Sinek, strong and firm leadership is essential for setting clear standards for employees, which in turn will enhance discipline and work efficiency. Without such firmness, employees feel unbound by schedules and standards they are supposed to follow.

The lack of clear standard operating procedures (SOPs) at Toko Beras 48 Semarang is also a major contributing factor to tardiness. Employees work based on inconsistent verbal instructions, which causes confusion and prevents them from working efficiently. This highlights the need for clear and structured SOP documentation to ensure that every employee understands their tasks and responsibilities. Clear SOPs can enhance work efficiency and employee satisfaction, as explained in the research by Nelson and Quick.

The findings of this research align with references from the aforementioned journals. Hulu, Siregar, and Rambe (2024) emphasize that unstructured recruitment processes can lead to role assignment discrepancies, which is consistent with the data from Toko Beras 48 Semarang. Similarly, Dea Farahdiba and Faisol Rizal (2023) reveal that weak leadership significantly impacts employee discipline, particularly in maintaining attendance and punctuality. Furthermore, Nuraeni (2024) highlights the importance of clear and structured standard operating procedures, as the absence of such standards often leads to decreased efficiency and employee performance.



Figure 3. Hierarchy Diagram of External Factors Causing Employees at Toko Beras 48 Semarang to Frequently Be Late

External factors that influence employee tardiness include long commuting distances, traffic congestion, irregular sleep habits, and fatigue due to high workloads. The long distance between employees' residences and the workplace forces some employees to travel long distances, which can add stress and affect their punctuality. According to Venus et al. (2022), long commutes can cause travel-related stress, which influences non-compliance with work schedules.

Traffic congestion is also a significant external factor in employee tardiness. According to Santosh (2024), traffic congestion can reduce employee productivity and well-being. Moreover, employees stuck in traffic often arrive late to work, which directly impacts their punctuality. While this factor is beyond employees' control, it remains an important consideration in efforts to improve work discipline.

Irregular sleep habits are another key factor contributing to tardiness. Employees who do not get enough sleep or have disrupted sleep patterns are likely to wake up late, leading to lateness at work. CNN Indonesia (2019) reports that adequate and regular sleep is crucial for maintaining optimal performance and punctuality. Employees who are tired due to lack of sleep experience decreased productivity and discipline.

Additionally, fatigue due to high workloads also contributes to tardiness. Physically exhausting work can reduce employee morale and motivation. Research by Maulana, Widhiarso, and Dewi (2023) indicates that fatigue can lower employee motivation and performance, making them less disciplined in performing their tasks. High workloads often cause employees to feel exhausted, which disrupts the quality and punctuality of their work.

Thus, the findings of this research align with existing research and articles, reinforcing the significant impact of external factors such as commuting distance, traffic congestion, irregular sleep habits, and fatigue from high workloads on employee tardiness. This underscores the need for comprehensive management efforts to address these issues, including policy improvements and providing support for employees.

Solutions to address tardiness involve improving both internal and external factors that affect employees. First, improvements are needed in recruitment management by establishing clear and structured SOPs. An efficient recruitment process can ensure that recruited employees possess the competencies required by the store. Additionally, store leaders must be more assertive in setting and supervising work standards, including punctuality. Firm leadership can encourage employees to be more disciplined in performing their tasks.

Next, it is essential to develop clear and documented standard operating procedures. Employees will feel more directed and understand their tasks if there are clear and consistent guidelines. With structured SOPs in place, employees are expected to work more efficiently and adhere to the work schedules set by the store. Clear operational standards will reduce confusion and enhance job satisfaction.

On the external side, the store needs to consider factors affecting tardiness, such as commuting distance, traffic congestion, and irregular sleep habits. One solution that can be implemented is offering flexible working hours for employees who live far away or are frequently caught in traffic. With such a policy, employees can adjust their working hours without being burdened by external conditions beyond their control.

Management at Toko Beras 48 Semarang



Figure 2. Hierarchy Diagram of Management at Toko Beras 48 Semarang

Toko Beras 48 Semarang emphasizes the importance of an effective recruitment and selection process to ensure that employees possess the skills, attitudes, and work ethics that align with the company's culture. This process aims to reduce tardiness issues and ensure that employees can adapt well to the company's expectations. As an improvement step, the company has tightened its recruitment procedures with a focus on commitment to time discipline and professionalism in the workplace. This approach aligns with the principle stated by Eko Goenawan, the store owner, who emphasizes the importance of firmness in the recruitment process to enforce discipline. This finding is consistent with the research of Hulu, Siregar, and Rambe (2024), who highlight that an unstructured recruitment management process can trigger employee indiscipline.

Training and development are a key focus of the company in helping employees understand the importance of time management and discipline. This training program aims to improve employees' skills in managing time and preventing tardiness. While this training has been helpful for many employees, the company remains aware of the need to repeat the training periodically and adjust the material to the challenges faced in the field (Rosidah et al., 2024). This finding aligns with previous studies that indicate that ongoing training plays a key role in enhancing employee productivity and discipline.

Performance evaluation also plays a key role in improving discipline at Toko Beras 48 Semarang. The evaluation includes assessments of punctuality, work enthusiasm, and reliability in assisting coworkers. Regular performance evaluations provide valuable feedback to employees to improve their habits, including tardiness, and encourage them to commit more to their work (Rahayu et al., 2023). This research aligns with earlier studies that emphasize that regular performance evaluations help create a disciplined and productive work culture.

Compensation and rewards at the company play an important role in motivating employees to maintain discipline. Eko Goenawan emphasizes that fair compensation will encourage employees to adhere to existing rules and maintain punctuality. Some employees feel that the compensation provided is sufficient, but there have been suggestions to add special incentives for employees who show punctuality, in order to encourage greater compliance with the established work schedule (Shabrina, 2023). This finding is consistent with previous research indicating that financial incentives can enhance employee motivation and discipline.

Clear and open communication between management and employees is essential to ensure that all employees understand the company's expectations well. Effective communication reduces the possibility of miscommunication, which could lead to confusion in following company policies. In terms of leadership, Eko Goenawan strives to lead by example and set high standards in discipline and work ethics (Cyrious and Adriana, 2023). This is also consistent with previous research showing that firm leadership that leads by example can create a disciplined and productive work environment.

Flexible work policies are beginning to be considered as one of the solutions to address tardiness issues. Although this policy has not yet been fully implemented, many employees feel that such a policy would greatly assist them in adjusting their working hours according to personal needs and work demands. This policy is expected to help employees balance their personal and professional lives, thereby reducing stress and improving their discipline (Iqbal, 2024). This finding is consistent with previous studies that reveal that flexible policies can help address tardiness caused by external factors such as commuting distance and traffic congestion.

In addition to flexible policies, developing employees' skills in managing time effectively remains a primary focus. Ongoing training in time management is expected to improve overall employee performance and prevent tardiness. Employees who are more skilled in managing time will be able to complete tasks more punctually, which will contribute to the smooth operation of the store (Solehan, 2024). This result aligns with earlier research that emphasizes that time management skills are crucial in improving employee performance and work discipline.

Overall, Toko Beras 48 Semarang has implemented various steps to improve employee time discipline through improved recruitment procedures, ongoing training, performance evaluations, and compensation and rewards that motivate employees. Clear communication and flexible work policies are also expected to reduce tardiness issues and improve employee well-being. All of these efforts aim to create a structured, disciplined, and productive work culture, which in turn can enhance the company's overall performance. These findings are also consistent with various previous studies that emphasize the importance of comprehensive human resource management in fostering a disciplined and effective work culture.

Inhibiting and Supporting Factors in Providing Employee Work Discipline Knowledge



Figure 3. Hierarchy Diagram of Factors Hindering Employee Work Discipline at Toko Beras 48 Semarang

Hindering factors are elements that obstruct the effectiveness of efforts to improve employee work discipline. Understanding these factors is crucial for the company to design more effective strategies to address employee tardiness issues. One significant hindering factor is the lack of enthusiasm in facing change. When employees feel uninterested or unwilling to adapt to new policies, they tend not to support the efforts for change, leading to resistance and non-compliance with the implemented policies. Research indicates that successful change initiatives usually begin with good communication and a clear explanation of the benefits of the changes for employees. It is important for the company to ensure that any change is accompanied by clear communication and adequate training to support the transition process.

In addition, the lack of self-confidence among employees can also hinder the implementation of new systems or policies, especially those related to work discipline. Employees who are unsure of their ability to implement changes tend to show hesitation, which can reduce the effectiveness of the policies being applied. Self-confidence can be improved through support and recognition from superiors. Therefore, it is crucial for the company to provide the necessary support to employees, so they feel encouraged and confident in facing changes. When employees feel valued and supported, they are more motivated to adapt to the changes.

Another hindering factor is the relatively long time required in the change process. When the company introduces new policies or systems, particularly those related to work discipline, employees often feel that the results of these changes are not immediately visible. This prolonged change process can reduce the enthusiasm and motivation of employees. Providing regular feedback and rewards can help maintain employee morale during the change process. By offering clear progress indicators and rewarding interim achievements, the company can sustain employee motivation and ensure that the changes continue to progress as planned.

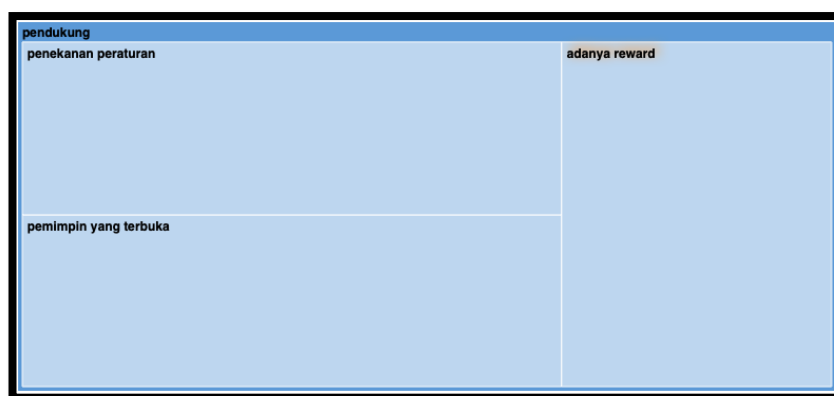


Figure 4. Hierarchy Diagram of Factors Supporting Employee Work Discipline at Toko Beras 48 Semarang

On the other hand, there are also supporting factors that help facilitate change and increase the effectiveness of new policies in addressing employee tardiness. One of the main supporting factors is open leadership. Leaders who welcome suggestions and feedback from employees create an inclusive environment that values participation. Leaders who involve employees in decision-making tend to have more motivated and engaged teams. By involving

employees in the decision-making process, leaders can create a more conducive work atmosphere and increase employee commitment to the policies being implemented.

Additionally, the presence of rewards or recognition is also a crucial supporting factor in encouraging employee discipline. Positive reinforcement, such as rewards, can strengthen desired behaviors. Providing fair and transparent rewards can motivate employees to behave in accordance with the standards set by the company, including in terms of work discipline. With clear and fairly received rewards, employees will feel valued and more committed to maintaining punctuality and discipline in their work.

Another supporting factor is consistent enforcement of rules. Consistent rule enforcement creates a clear structure for employees regarding expectations and the consequences of their behavior. Consistent emphasis on rules can improve employee engagement and performance. When employees clearly understand what is expected of them and the consequences of non-compliance, they are more likely to be disciplined in carrying out their tasks. Therefore, the company must ensure that rules are applied firmly and consistently so that employees understand the importance of adhering to the established regulations.

Consistent enforcement of rules can also create a sense of fairness among employees. When all employees are treated the same way and rules are applied without favoritism, it enhances the sense of fairness in the workplace. This can strengthen the bond between employees and the company, creating a more positive and productive atmosphere. Employees who feel treated fairly are more motivated to perform well and maintain discipline.

One important aspect of supporting work discipline is the presence of a constructive feedback system. Regular feedback helps employees understand how well they have met the established discipline standards. It also provides the company with the opportunity to offer reminders or corrections if necessary. Well-received feedback can increase employees' sense of responsibility toward their tasks and time.

Moreover, continuous training is another supporting factor that can help employees develop and understand the importance of discipline. Regular training on work discipline, time management, and work ethics will enhance employees' understanding of their role in the company. This training not only functions to improve technical skills but also to build good attitudes and work ethics, which in turn supports their discipline.

Another supporting factor is open and transparent communication. Effective communication between management and employees is essential to ensure that every policy and change is well-received. When management can convey information clearly and openly, employees will find it easier to understand and accept the changes being made. Additionally, good communication can foster mutual respect between management and employees, which will strengthen employee commitment to the discipline policies.

Overall, both hindering and supporting factors play important roles in determining the success of improving employee work discipline. Hindering factors, such as lack of enthusiasm for change, lack of self-confidence, and the long duration of the change process, can obstruct the effectiveness of discipline policies. However, supporting factors such as open leadership, fair rewards, and consistent enforcement of rules can help facilitate the implementation of discipline policies and improve employee motivation and performance. Therefore, companies need to focus on both aspects in order to create a disciplined, productive, and supportive work environment.

CONCLUSION

The findings of this study demonstrate that human resource management (HRM) at Toko Beras 48 Semarang plays an important role in improving employee work discipline, particularly in addressing absenteeism and tardiness. Employee tardiness is influenced by a combination of internal factors, including unstructured recruitment practices, weak leadership, and the absence of clear standard operating procedures (SOPs), as well as external factors such as long commuting distances, traffic congestion, irregular sleep patterns, and workload-related fatigue. The store has implemented several HRM initiatives, including strengthening recruitment and selection procedures, providing continuous training, conducting performance evaluations, offering compensation and reward systems, improving communication, and considering flexible work arrangements. These efforts are expected to improve punctuality and foster a more disciplined and productive work culture. The study further identified resistance to change, low employee self-confidence, and the lengthy process of organizational transformation as inhibiting factors. Meanwhile, open leadership, fair reward systems, consistent rule enforcement, constructive feedback, continuous training, and transparent communication were identified as important supporting factors in improving employee discipline.

Future research is recommended to expand the scope of investigation by involving multiple small and medium-sized enterprises with diverse organizational characteristics to provide a broader understanding of HRM and employee discipline. Researchers may also apply quantitative or mixed-method approaches to examine the contribution of leadership style, recruitment practices, SOP implementation, compensation systems, workload, communication, and flexible work policies to employee punctuality and overall performance. Longitudinal studies are also recommended to evaluate whether improvements in recruitment procedures, training programs, reward systems, leadership practices, and workplace regulations can produce sustainable changes in employee discipline over time. Furthermore, future research should explore employee perspectives more extensively and consider additional variables, such as job satisfaction, organizational commitment, work motivation, organizational culture, and employee well-being, to develop a more comprehensive model of work discipline in small-business contexts.

REFERENCES

- Amiruddin. (2016). Pengembangan sumber daya manusia dalam meningkatkan kinerja pegawai pada Dinas Perhubungan Kabupaten Biak Numfor. *Gema Kampus IISIP YAPIS Biak*, 11(1), 1–10. <https://doi.org/10.52049/gemakampus.v11i1.9>
- CNN Indonesia. (2019). *Kurang tidur malam dan menurunnya produktivitas kerja*. CNN Indonesia. <https://www.cnnindonesia.com/gaya-hidup/20181228090226-255-356938/kurang-tidur-malam-dan-menurunnya-produktivitas-kerja>
- Cyrious, C., & Adriana, E. (2023). Faktor komunikasi efektif dalam meningkatkan kinerja pegawai. *GEMILANG: Jurnal Manajemen dan Akuntansi*, 3(3), 194–206. <https://doi.org/10.56910/gemilang.v3i3.630>
- Dea Farahdiba, & Faisol Rizal. (2023). Peran gaya kepemimpinan dalam mendorong karyawan proaktif dalam kepuasan karir. *Jurnal Manajemen Bisnis dan Terapan*, 1(1), 75–87. <https://doi.org/10.20961/meister.v1i1.436>
- Dina Dwi Juliawati, Putri Adelia Anastasyiah, Agustin Hanivia Cindy, & Windasari

- Windasari. (2024). Membangun budaya organisasi yang positif untuk mendukung kinerja pendidik dan tenaga kependidikan. *MAMEN: Jurnal Manajemen*, 3(2), 109–120. <https://doi.org/10.55123/mamen.v3i2.3471>
- Fadli, M. R. (2021). Memahami desain metode penelitian kualitatif. *Humanika: Kajian Ilmiah Mata Kuliah Umum*, 21(1), 33–54. <https://doi.org/10.21831/hum.v21i1>
- Hulu, A. P., Siregar, B., & Rambe, S. (2024). Pengaruh standar operasional prosedur rekrutmen pegawai terhadap kinerja pegawai melalui kebijakan pimpinan sebagai variabel mediasi di Koperasi Karya Bhakti Nusantara. *Digital Business: Tren Bisnis Masa Depan*, 15(2), 103–109. <https://doi.org/10.59651/dibus>
- Iqbal, M. (2024). Pengaruh antara kebijakan fleksibel kerja dan penggunaan teknologi terhadap manajemen waktu pada pekerja remote dan freelancer. *Jurnal Multidisiplin West Science*, 3(7), 971–976. <https://doi.org/10.58812/jmws.v3i07.1312>
- Mahmudi. (2013). Manajemen kinerja, kinerja organisasi serta implikasinya terhadap kualitas pelayanan organisasi sektor publik. *Jurnal Ilmu Administrasi*, 8(3), 312–321.
- Maulana, I., Widhiarso, W., & Dewi, G. S. (2023). Analisis pengaruh beban kerja terhadap tingkat kelelahan pekerja industri rumah tangga keripik tempe. *Jurnal INTECH Teknik Industri Universitas Serang Raya*, 9(1), 33–41. <https://doi.org/10.30656/intech.v9i1.5619>
- Nuraeni. (2024). Analisis disiplin kerja dalam meningkatkan kinerja karyawan pada PT Qualita Sentra Rasa. *Cakrawala: Jurnal Ekonomi, Manajemen dan Bisnis*, 1(3), 498–509. <http://repository.unpam.ac.id/12588/>
- Prami Redityani, A. A. A., & Astiti, D. P. (2020). Pengaruh gaya kepemimpinan laissez faire terhadap komitmen organisasi pada karyawan di BPPT (Badan Pengkajian Penerapan Teknologi) Bali. *Jurnal Psikologi Udayana*, 2, 1–7. <https://jurnal.harianregional.com/psikologi/id-63485>
- Rahayu, S., Hidayatullah, L. I., Subarkah, R., Pratama, R. A., & Pangesti, I. D. (2023). Penerapan disiplin kerja dalam upaya meningkatkan kinerja pegawai di Puskesmas Secang I Kabupaten Magelang. *Jurnal Manajemen Bisnis dan Terapan*, 1(2), 88–98. <https://doi.org/10.20961/meister.v1i2.410>
- Rosidah, S. N., Hayati, N. R., Alifi, M. N., & Mahardika, F. M. (2024). Membangun program pelatihan yang efektif untuk meningkatkan kinerja karyawan. *Gudang Jurnal Multidisiplin Ilmu*, 2, 135–140.
- Santosh. (2024). *Ketidakhadiran karyawan di tempat kerja: Penyebab, strategi, dan tips untuk mencegahnya di tempat kerja*. Culture Monkey.
- Sewang, U., S. M., & dkk. (2024). Manajemen sumber daya manusia (SDM) upaya peningkatan kinerja karyawan di era globalisasi. *JUMABI: Jurnal Manajemen, Akuntansi dan Bisnis*, 2(2), 76–86.
- Shabrina, N. (2023). Peran pelatihan dan kompensasi dalam meningkatkan disiplin karyawan. *Jurnal Konseling dan Pendidikan*, 10(3), 504–512. <https://doi.org/10.29210/175400>
- Solehan, S. (2024). Pengembangan kemampuan kinerja karyawan melalui manajemen pendidikan dan latihan. *Lokawati: Jurnal Penelitian Manajemen dan Inovasi Riset*, 2(4), 236–245. <https://doi.org/10.61132/lokawati.v2i4.1033>
- Sugiyono. (2015). *Metode penelitian pendidikan (pendekatan kuantitatif, kualitatif dan R&D)*. Alfabeta.
- Venus, M., Greder, D., & Holtforth, M. G. (2022). How professional pilots perceive interactions of working conditions, rosters, stress, sleep problems, fatigue, and mental health: A qualitative content analysis. *Revue Européenne de Psychologie Appliquée*, 72(3), 100762. <https://doi.org/10.1016/j.erap.2022.100762>