

Analysis of Determinant Factors Affecting Work Discipline

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Abstrak

Fingerprints, sanctions, and motivation all play a crucial role in enhancing employee work discipline. This study aims to analyze the direct influence of these three variables on work discipline. The study was conducted at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). This study is a quantitative study with a causal associative type. The population is all employees and the sampling technique uses saturated samples so that the number of respondents is 33 people. The main data source of the study was obtained from distributing questionnaires to employees. Multiple linear regression analysis was used to determine the direct influence using SPSS 26 software. The results of the study show that fingerprints, sanctions, and motivation simultaneously influence work discipline. Partially, fingerprints and motivation do not influence work discipline, while sanctions are the only variables that influence work discipline. These results provide practical implications for PT. Arista Jaya Lestari to increase the imposition of sanctions on employees so that they can help in increasing their work discipline. These sanctions can be preventive or repressive sanctions.

Kata Kunci: human resources management, fingerprints, sanctions, motivation, work discipline

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Submission: 10-08-2025

Revision: 10-09-2025

Received: 25-11-2025

Published: 03-12-2025



1. Introduction

Effective human resource management is a crucial component of any business. Ineffective human resource management can hinder the achievement of organizational goals. Therefore, human resource management focuses more on controlling the role of people in achieving ideal goals. Work discipline is crucial in the human resource management process because it can motivate employees to complete tasks effectively and efficiently. Employees with strong work discipline will feel responsible for the policies, goals, and assignments set by the organization. Work discipline can be influenced by several factors, including fingerprints, sanctions, and motivation.

Fingerprints, sanctions, and motivation influence work discipline. Using attendance methods such as fingerprints encourages more discipline when clocking in and out of work without the need for someone else to do so. Furthermore, company sanctions can make people think twice about making mistakes, and the resulting motivation can encourage someone to engage in or refrain from certain activities, which in turn improves work discipline (Hasibuan, 2019).

Fingerprints can deter employees from engaging in indiscipline. With the clarity and procedures provided by fingerprints, negative employee behavior can be prevented as early as possible, thus improving work discipline. Fingerprints were developed as a data security system and tool in the 20th century. They are widely used for attendance tracking, thus becoming a tool for work discipline in organizations.

Managers use sanctions as a reinforcement technique to eliminate bad behavior in the workplace (Hasibuan, 2019). Sanctions apply when an employee fails to meet company-set standards. Employees can be subject to sanctions for this failure, whether severe or light, depending on the severity of the error, potentially creating a deterrent effect. With these provisions, negative employee behavior is more easily prevented, thus helping to create better work discipline.

Good work motivation is crucial for changing employee mindsets toward better discipline. To improve work discipline, companies provide motivation in the form of regular and consistent training and briefings to improve employee time management. These motivational activities fuel employee enthusiasm and mindsets, leading to improved work discipline (Siagian, 2016). Motivation is the ability to persuade organizational members to use their full talents to complete tasks and assume responsibilities. This finding is also supported by previous research by Maulidya et al. (2021), which found that motivation has a positive effect on employee work discipline.

PT. Arista Jaya Lestari is a global company operating in the automotive sector since 2003 as an authorized dealer. The company offers various services including sales, maintenance, and spare parts replacement. To date, the company has 51 Wuling dealer branches spread throughout Indonesia, making the company the main and largest distributor of Wuling vehicles. One of its branches is in Probolinggo City which was established in 2019. PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer) has employees divided into several sections, namely branch managers, workshop managers, supervisors, sales counters, sales force, service advisors, partmen, mechanics and admins.

Employee discipline is a particular concern at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). Observations revealed a significant discipline issue, with employees failing to adhere to established work time regulations. Data from the administrative coordinator, including employee attendance recaps, indicates an increase in absenteeism, late arrivals, and early departures.

Another issue related to discipline concerns the responsibilities and work targets within the service division. This division's role is to perform vehicle repairs and maintenance accurately and promptly, but the actual work often falls short of targets, as evidenced by the delays in completion of work that should have been completed on time, resulting in lengthy service processes. This results in customer satisfaction scores falling below the company's established standards.

Based on the problems and previous research findings, this study aims to analyze the direct influence of fingerprint variables, sanctions, and motivation on employee work discipline at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). The research question is whether fingerprint variables, sanctions, and motivation influence work discipline, either simultaneously or partially.

Referring to theoretical and empirical studies, the model framework and hypotheses in this study are shown in Figure 1.

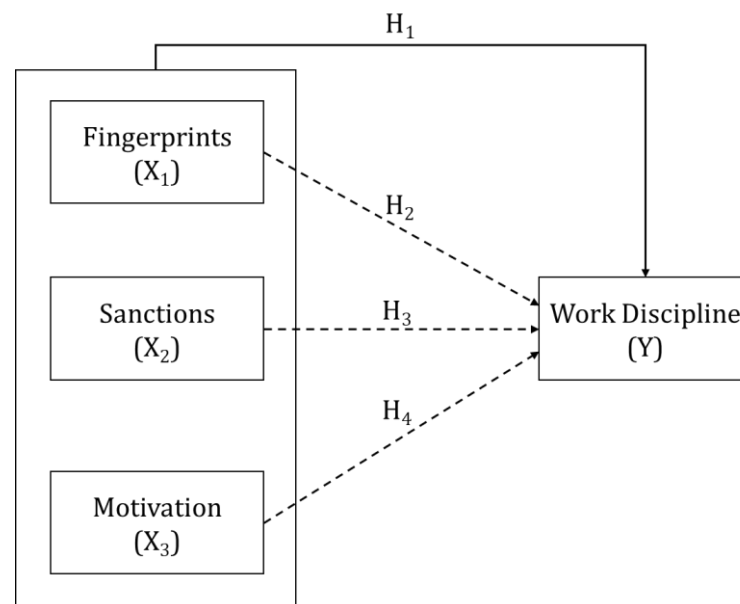


Figure 1. Research conceptual framework model
Source: processed by researchers (2024)

The hypotheses in this study are:

H1: Fingerprints, sanctions, and motivation simultaneously influence work discipline.

H2: Fingerprints partially influence work discipline.

H3: Sanctions partially influence work discipline.

H4: Motivation partially influences work discipline.

2. Methods

This research was conducted at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). The population comprised all employees in the sales, service, spare parts, and administration departments. A saturated sampling technique was used to determine the sample, resulting in 33 respondents. Data collection involved a questionnaire distributed to respondents from January to March 2024.

This study used a questionnaire with a 5-point Likert scale adapted from relevant literature. The independent variables were fingerprint, sanctions, and motivation. Measurement of the fingerprint variable was

adapted from the concept developed by Akbar (2019), which consists of three indicators: practicality, accuracy, and high security. Measurement of the sanction variable was adapted from the concept developed by Purwanto (2019), which consists of two indicators: preventive sanctions (rules, prohibitions, coercion, discipline) and repressive sanctions (notifications, reprimands, warnings, and punishment). The measurement of motivation variables was adapted from the concept developed by Maslow (2010), which consists of five indicators: physiological, safety, social, self-esteem, and self-actualization needs. Work discipline served as the dependent variable. The measurement of work discipline variables was adapted from the concept developed by Afandi (2018), which consists of two indicators: time compliance and work responsibility.

This study used multiple linear regression analysis with SPSS 26 software to determine the direct influence of these three variables on employee work discipline.

3. Results and Discussion

Results

Based on the results of the instrument validity test for all variables, a correlation value with a p-value $< \alpha$ (0.05) was obtained, thus concluding that all statement items are valid. Based on the results of the instrument reliability test for all variables, a Cronbach's Alpha coefficient value of > 0.60 was obtained, indicating that the variables are reliable.

A general description of respondents based on gender, age, highest level of education, and length of service is shown in Table 1. Several conclusions can be drawn from this general description of respondents. First, the majority of respondents were male. Second, the majority of respondents were aged between 27 and 36. Third, most respondents had a bachelor's degree. Fourth, the majority of respondents had worked for 2-5 years.

No	Characteristics	Description	Distribution	
			Frequency	Percentage (%)
1.	Gender	Male	23	69.7
		Female	10	30.3
		Total	33	100.0
2.	Age (years)	17-26	12	36.3
		27-36	20	60.7
		37-46	1	3.0
		47-56	-	-
		Total	33	100.0
3.	Education Level	Bachelor Degree	14	42.4
		Diploma Degree	7	21.2
		Senior/Vocational School	12	36.4
		Junior High School	-	-
		Elementary School	-	-
		Total	33	100.0
4.	Duration of Work (years)	< 2	8	24.2
		2-5	25	75.8
		> 6	-	-
		Total	33	100.0

Table 1. Respondent Characteristics

Source: processed by researchers (2024)

In this study, hypothesis testing uses multiple linear regression analysis so that classical assumption testing must be carried out first, consisting of normality, heteroscedasticity, and multicollinearity tests. The normality test using the non-parametric Kolmogorov-Smirnov (K-S) statistical test shows that the Kolmogorov-Smirnov Z and Asymp. Sig. (2-tailed) values are > 0.05 , meaning the data is normally distributed. The heteroscedasticity test using the Glejser test shows that $t \text{ count} < t \text{ table}$ and Sig. value > 0.05 , meaning there is no heteroscedasticity. The multicollinearity test is carried out by looking at the Tolerance and Variance Inflation Factor (VIF) values. The results of the multicollinearity test show that the Tolerance value is > 0.10 and the VIF value is < 10 , meaning there is no multicollinearity. Therefore, it can be concluded that the research data meets the classical assumption test.

The results of simultaneous hypothesis testing (F test) show that the calculated F value $> F \text{ table}$ so that H1 is accepted, meaning that fingerprints, sanctions, and motivation jointly influence the work discipline of

employees of PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). The results of partial hypothesis testing (t test) can be seen in Table 2 below.

	Hypothesis	t _{hitung}	Significance	Hypothesis Testing
H ₂	Fingerprints (X ₁) → Work discipline (Y)	-0.243	0.810	Rejected
H ₃	Sanctions (X ₂) → Work discipline (Y)	3.958	0.000	Accepted
H ₄	Motivation (X ₃) → Work discipline (Y)	1.571	0.127	Rejected

Table 2. t-Test Results

Source: processed by researchers (2024)

The coefficient of determination (R^2) measurement results showed an R^2 value of 0.608, meaning that the research model can explain 60.8% of the research data diversity. The remaining 39.2% is explained by factors outside the model. Therefore, this research model can be said to have good goodness of fit.

Discussion

Fingerprints have no significant effect on employee work discipline. This indicates that fingerprints, which consist of three indicators: practicality, accuracy, and high security, are not sufficient to improve employee work discipline at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). In the 20th century, fingerprint technology advanced and functioned as a data security tool. Furthermore, fingerprints have also become a disciplinary tool within an organization because they are now used to control employee access and attendance. However, fingerprints cannot be used as a benchmark for improving work discipline at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). This finding supports the findings of two previous researchers (Maulidya et al., 2021; Nugraha & Hilal, 2021) who stated that fingerprints have no effect on work discipline.

Sanctions significantly influence employee work discipline. This means that preventive and repressive sanctions indicators will encourage increased work discipline among employees at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer). Based on the description of the research variables, two statement items received the highest scores: preventive sanctions in the form of coercion and repressive sanctions in the form of warnings, which are effective in improving employee work discipline. This finding supports empirical evidence showing that work discipline can be achieved through sanctions (Maulidya et al., 2021).

Motivation does not significantly influence employee work discipline. This can be interpreted as indicating that indicators supporting employee motivation, including physiological, safety, social, self-esteem, and self-actualization needs, are unable to improve their work discipline. Specifically, the physiological needs dimension indicates that the company still provides minimal food and beverages for employees. These results contradict the theory proposed by Mangkunegara (2013) that there is a positive correlation between motivation and work discipline. Highly motivated employees will achieve high levels of work discipline, while low levels of discipline are caused by decreased motivation. The results of this study do not correspond to the results of previous studies (Maulidya et al., 2021; Nugraha & Hilal, 2021; Iskandar & Risman, 2022).

4. Conclusion

All organizations, both business and public organizations, must pay attention to their employees' work discipline. There are three variables that can support organizational work discipline, namely fingerprints, sanctions, and motivation. The results of research conducted at PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer) show that all three variables have a significant effect on work discipline simultaneously. However, only the sanction variable has a significant effect on work discipline partially. This means that sanctions have an important role in improving employee work discipline. Implications can be given to related parties. First, for PT. Arista Jaya Lestari (Wuling Motor Probolinggo Dealer) to pay attention to the imposition of sanctions on employees. These sanctions can be preventive sanctions consisting of rules of order, prohibitions, coercion, and discipline. Sanctions can also be repressive sanctions including notifications, reprimands, warnings, and punishments. The imposition of these sanctions is expected to improve employee work discipline. Second, for further research, it is recommended to expand the research by focusing on other factors not included in this study such as supervision, leadership, job satisfaction, and others.

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