

Analysis of Discipline Implementation in Improving Employee Performance at PT. Bank Syariah Indonesia Medan Tomang Elok Branch

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Abstract. *In a company, human resources are one of the most important factors in determining the success of the company in achieving its goals. There must be work discipline in this endeavor. hard work. Discipline is the application of the application of rules and regulations that are understood as their responsibility, such as work schedules that have been set by a business entity and the tasks of being carried out by offices. This study uses qualitative data type by using purposive sampling technique. The data collection techniques used were observation and interviews with five participants as research information. The data analysis techniques used include SWOT analysis, observation and direct interviews with key informants and informants. The results of this study indicate that the work systematics at PT Bank Syariah Indonesia Kcp.Medan Tomang Elok is quite good, but in terms of work discipline there are still some employees who underestimate, starting from arriving not on time, misuse of time during breaks and many explanations of work responsibilities that are not in accordance with the duties of each employee. The performance of employees of PT Bank Syariah Indonesia Kcp. Medan Tomang Elok is quite good, with the existence of team work or collaboration between employees but with a very familial organizational culture resulting in employees not being professional and carrying out their responsibilities.*

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INTRODUCTION

Human resources (HR) are a crucial element in an organization's success in achieving its goals (Krishna, 2025). When people unite with a common goal of advancing the organization where they work and earn a living, the organization can operate according to plans and expectations (Gagné, 2018). Implementing employee work discipline is a crucial component in achieving agency goals, as it is one of the factors determining the success and progress of the agency (Samak et al., 2022; Mufassir et al., 2024; Trimayanti et al., 2024).

Kottawatta (2025) and Maryaniet al. (2021) states, "Discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms." Work discipline will help an organization achieve optimal results by ensuring that tasks are carried out in an orderly and smooth manner. Furthermore, it creates a pleasant work environment for employees, which will increase their enthusiasm to carry out their duties attentively and use all their strength and minds to achieve the organization's goals.

Baker-McClearn et al. (2010) said that, disciplinary regulations such as working on time, completing attendance, and avoiding truancy must be implemented to improve employee

performance. Companies must provide fair and appropriate incentives to employees to encourage them to perform at their best and take responsibility for their work if they want to improve work discipline and motivate them to work (Razak & Sutanto, 2024; Ardian, 2019). According to Jackson et al. (2004), All activities will run smoothly and on schedule by implementing work discipline to the maximum extent possible.

Performance is a process carried out by a group of people within a company to create a service or product. According to Saidi et al. (2019), "Performance is the result of employee work, viewed from the aspects of quality, quantity, working hours, and collaboration to achieve the goals set by the organization," because it is this performance that will produce results for the company.

To determine the title "Analysis of Discipline Implementation in Improving Employee Performance at PT. Bank Syariah Indonesia KCP. Medan Tomang Elok," the researcher conducted observations and interviews. The researcher found that PT. Bank Syariah Indonesia KCP. Medan Tomang Elok has much potential, but it needs to be supported by strong competencies within the Bank Syariah Indonesia organization. The researcher found that there are employee discipline issues, such as excessive break times and administrative service systems that are not completed on time.

Therefore, an organization cannot run well and will not achieve the performance desired by the leadership and the organization (Mohammed et al., 2014). This is because a lack of discipline leads to decreased performance, while greater discipline will result in improved performance (Ferdinandus, 2020; Sarwani, 2017). Initial research conducted by researchers at Bank Syariah Indonesia KCP Medan Tomang Elok showed that employees exhibited good work discipline and systematically carried out their tasks. However, upon closer inspection, some employees failed to arrive on time, arriving earlier than 8:00 a.m., and some later than the scheduled time.

This lack of work discipline allows them to maximize their working time, which should be used effectively and efficiently, but often remains late (Solihin & Ilma, 2025, Sulistyawan & Mesra, 2024; Aningsih & Marselina, 2025). Leaders are often indecisive in supervising employees who have little supervision in an organization. As a result, employees who make mistakes are continually re-offended. With this background in mind, the author aims to investigate the issue under the title "Analysis of Discipline Implementation in Improving Employee Performance at PT. Bank Syariah Indonesia KCP Medan Tomang Elok."

METHODS

This research is qualitative descriptive, meaning the data collected is in the form of images or words rather than numbers. In qualitative data collection methods, the most important tool is the individual conducting the research. Therefore, qualitative research is highly dependent on the individual conducting it, although any activity undertaken by the researcher always contains elements of the researcher's personal perspective. However, every researcher must avoid this, as they must maintain as much neutrality as possible in their research so that the results can be considered scientific and valid. Qualitative research "is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior," according to Herring et al. (2004) and Bijou et al. (1968). In qualitative research, researchers select five samples as research subjects. The interview characteristics are based on a total sample of five individuals, and indicate the number of key informants, one from the Key Information Data.

RESULTS AND DISCUSSION

Overview of the Bank Syariah Indonesia Branch Office, Medan Tomang Elok

Bank Syariah Indonesia KCP Medan Tomang Elok is a sub-branch office of PT Bank Syariah Indonesia Tbk, a bank resulting from the merger of three state-owned sharia banks: Bank Syariah Mandiri, BNI Syariah, and BRI Syariah. BSI KCP Medan Tomang Elok operates in the

Medan region, specifically in the Tomang Elok area, and serves various financial transaction needs in accordance with sharia principles. Bank Syariah Indonesia officially began operations on February 1, 2021, following the merger of the three state-owned sharia banks.

Table 1. Several Sanctions for Violations of the Code of Ethics and Incentives for Employees at Bank Syariah KCP Medan Tomang Elok

Sanctions	Incentives
Sanctions for Minor Disciplinary Violations	Employee Rewards
a. First Warning Letter (ST 1)	1. Employee Bonuses
b. Second Warning Letter (ST 2)	2. Employee Commission
Sanctions for Moderate Disciplinary Violations	3. Employee Profit Sharing
a. First Warning Letter (SP 1)	4. Employee Promotion
b. Second Warning Letter (SP 2)	
c. Third Warning Letter (SP 3)	
Sanctions for Serious Disciplinary Violations	
a. First and Final Warning Letters (SPT)	
b. Termination of Employment (PHK)	

(Source: Staff of Bank Syariah Indonesia Branch Office, Medan Tomang Elok)

Based on observations and interviews with relevant sources, researchers were able to analyze the Implementation Analysis based on direct field observations. This analysis of Competencies to Improve Employee Performance at PT. Bank Syariah Indonesia KCP Medan Tomang Elok used the triangulation analysis technique shown below. Researchers never provide right or wrong answers. Based on their understanding and principles, they gave informants freedom. Therefore, researchers can assume they will be able to identify how informants or sources understand instructional communication based on the content of the discourse. This assumption is based on the idea that the meaning a person gives to a reality, including concepts or words, will impact how they interpret it in their daily lives.

This study aims to determine the effectiveness of the Discipline Implementation Analysis on Employee Performance at PT. Bank Syariah Indonesia KCP Medan Tomang Elok, as can be seen from interviews structured according to the theme raised. The results of interviews conducted by the researcher with several key informants and other informants were in accordance with research procedures. The researcher used a qualitative descriptive method for the case study. This case study is entitled "Analysis of Discipline Implementation in Improving the Performance of PT. Bank Syariah Indonesia, Medan Tomang Elok Branch Office," namely:

Implementation of Discipline at PT. Bank Syariah Indonesia, Medan Tomang Elok Branch Office

The results of the research, based on the phenomena and field facts, indicate that discipline is crucial for improving employee performance. This was conveyed by the informants' explanations. The researcher found that the human element is at the top of the list and is the most important and crucial component in improving employee performance. This is especially true for the attitude of responsibility, which means prioritizing work and valuing time as part of good lifestyle habits. The successful implementation of discipline to improve performance at PT. Bank Syariah Indonesia KCP Medan Tomang Elok depends on accountability between employees. In this case, employees are directly responsible for the descriptions of informants and key informants. However, the implementation of discipline between employees has not yet reached an optimal level due to several obstacles that must be overcome. For example, some staff members continually back up the work of other staff members.

Communication between employees and the branch manager is one result of this discipline implementation, in addition to accountability between employees. From the descriptions of the key informants above, the author can conclude that communication between

employees and the branch manager at PT. Bank Syariah Indonesia KCP Medan Tomang Elok runs well due to the familial relationships in the office. However, because of the overly strong familial relationships, there is potential for conflict between the branch manager and employees when one employee is neglected, which in turn results in poor performance. Improving office performance is crucial because positive discipline can enhance employee performance, as demonstrated by the responses of key informants and other informants regarding discipline at PT. Bank Syariah Indonesia KCP Medan Tomang Elok. Researchers found that discipline at PT. Bank Syariah Indonesia KCP Medan Tomang Elok is more focused on family-oriented work and lacks initiative in completing each task.

Implementation of Employee and Branch Manager Performance at PT. Bank Syariah Indonesia KCP Medan Tomang Elok

Employee and Branch Manager Performance at PT. Bank Syariah Indonesia KCP Medan Tomang Elok: The results of the field research indicate that employee and branch manager performance in completing tasks is crucial to achieving Bank Syariah Indonesia's goals and programs. Researchers can conclude that the responses of key informants regarding branch manager performance are quite good. The relationship between employees can be seen in the achievement of Bank Syariah Indonesia's program targets and the objectives of Bank Syariah Indonesia. Researchers can determine from the responses of key informants and other informants regarding PT. Bank Syariah Indonesia has not achieved this because there are still employees who are not aware of their responsibilities, which results in less than optimal performance. The working relationship between employees and branch managers must be professional and effective, ensuring the goals and objectives of the branch office program are achieved. Researchers concluded from the responses of key informants that the goals of Bank Syariah Indonesia KCP Medan Tomang Elok can be achieved if employees work together effectively. They should also receive training to improve their skills at the Medan Tomang Elok branch.

CONCLUSION

Based on the results and analysis of the research conducted, the author can conclude that the Bank Syariah Indonesia Medan Tomang Elok branch office has implemented a fairly systematic work system. However, some employees still assume it's easy, due to the presence of people who don't arrive on time, inconsistent relaxation hours, and numerous explanations regarding the precise alignment of job responsibilities with each employee's responsibilities. The Bank Syariah Indonesia Medan Tomang Elok branch office performs well because its employees work together as a team. However, the highly familial organizational culture causes employees to be unprofessional in carrying out their duties.

SUGGESTION

The branch office of Bank Syariah Indonesia Medan Tomang Elok is quite good at implementing work systematically. However, some employees still think it's easy, because there are still people who don't arrive on time, there are mismatches in relaxation hours and there are lots of announcements about appropriate job responsibilities and the responsibilities of each employee. Future research could further improve Discipline in Employee Performance at PT. Indonesian Sharia Bank KCP. Medan Tomang Elok Which Will Have an Impact on The Quality of PT. Indonesian Sharia Bank.

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