

DOMINANT FACTORS AFFECTING EMPLOYEE’S WORK DISCIPLINE AT A NEWSPAPER COMPANY IN BANDUNG, INDONESIA

Astadi Pangarso¹, Mahir Pradana¹, Retno Setyorini¹, Mahendra Fakhri¹, Freddi P. Sinurat¹
¹Business Administration, Telkom University, 40257 Bandung, Indonesia

*For correspondence; Tel. + (62) 82121544543, E-mail: astadipangarso@telkomuniversity.ac.id

ABSTRACT: *This study aims to determine the dominant factors that affect the discipline of employees. Quantitative research was conducted at PT. Pikiran Rakyat Bandung, Indonesia with 63 respondents. The method used is a factor analysis using SPSS version 2.2 for Windows. The results of this study stated that the factors that most contribute (dominant) to the discipline of employees performing work in accordance with the given instructions, employees can adapt to changes in the work procedures at Pikiran Rakyat, employees work according to established procedures, and mutual respect between employees at Pikiran Rakyat.*

Keywords: Work discipline, newspaper company, mass media, human capital management

1. INTRODUCTION

Based on previous research, the topic of labor discipline is an interesting topic for research study [1-6].

As we know, discipline is one of the factors that drive the success of the organization's objectives, as proposed by Handoko [7]. Hasibuan [8] also argued that discipline is a person's awareness or willingness to obey all the rules of organization and social norms prevailing in the organization. Also by Marwansyah and Mukaram [9], stated that "the level of attendance will affect the effectiveness and efficiency of the operation of the company since the level of attendance can lead to delays in work schedules".

PT.Pikiran Rakyat Bandung is a company engaged in the business of mass media. In 1986, it expanded throughout West Java region and established itself as a regional newspaper based society provinces, as well as the largest in the region of West Java with the slogan Of the People, By the People, For the People. In line with technological developments, Quoted from www.4imn.com which is an international website that focuses on the world of the newspaper, in 2015 the newspaper occupies the seventh position in Indonesia as the most popular newspaper in Indonesia.

According to its head of Human Resources, the reason why the newspaper could be ranked seventh in Indonesia, the head of Human Resources Development Section said that it is the emergence of new competitors both in the print media industry as well as different industries are electronics (television and radio) and the Internet (online news sites).

Table 1
Newspaper Rank in Indonesia in 2015

Rank	Newspaper	Location
1	Kompas	Jakarta
2	The Jakarta Post	Jakarta
3	Republika	Jakarta
4	Koran Tempo	Jakarta
5	Bisnis Indonesia	Jakarta
6	Suara Merdeka	Semarang
7	Pikiran Rakyat	Bandung

Source : <http://www.4imn.com/id/>

There is still a high rate of absenteeism in some parts of the company in Harlan. Where the tolerable rate of absenteeism in the mind of the people is three days out of a total of 20

working days in a month. If in the total percentage of the maximum tolerated absences is 15%. There are some parts that have high levels of absenteeism percentage attendance had crossed the line as determined by the company is as much as 15%. Conditions of attendance problems related to discipline also are part of the background of the importance of this research. In addition, it is the uniqueness of this study is that the discipline of employees in newspaper companies still have not been studied.

Table 2
Theories dan Variables of Work Discipline

NO	THEORIES OF DISCIPLINES ACCORDING TO EXPERTS	VARIABLES	IN ACCORDANCE (√)	NOT IN ACCORDANCE (x)	ADDITIONAL INFORMATION
1	Sutrisno (2012)	a. The amount of compensation b. The existence of exemplary leadership inside the company c. The existence of certain regulation d. Courage of leader in taking action e. The existence of leaders' supervisions f. The existence of attention towards employees g. The creation of habits that support the establishment of discipline	(√) (x) (x) (x) (x) (x) (x)		The existence of some of the benefits given to employees based on his/her level of discipline
2	Hasibuan (2010)	a. Interest and ability b. Exemplary and leadership c. Remuneration d. Justice	(x) (x) (x) (x)		

According to the table above, the study determines the variable labor discipline of employees according to Sutrisno [10], Hasibuan [7] and Rivai [10] with some of the following considerations:

1. Have suitability most of what happened in Pikiran Rakyat.
2. The questionnaire that can be adopted by the undertaken research.
3. It is a new theory in comparison with other theories.

Table 3
Operational Variables of Factors Affecting Employee’s Work Discipline

Variables	Indicators	Questionnaires Questions	No. Item
Employee Work Discipline	Amount of compensation/reward [9]	1. Employees carry out the work with a sense of responsibility to get the rewards	1
		2. The results of the employee's performance which were well appreciated by the company with the opportunity to get a raise	2
		3. Bonuses are received from the company are in accordance with the employee's performance	3
		4. Bonuses are awarded in accordance with the company's overtime employees are doing	4
	Human connection [7]	5. Mutual respect between management and employees at Pikiran Rakyat Bandung	5
		6. Mutual respect between employees at Pikiran Rakyat Bandung	6
		7. I celebrate with if there are other employees who helped co-workers when needed	7
	Presence [10]	9. Employees come to work on time	9
		10. Employees leaving work in	10

		accordance with a predetermined time	11
		11. Attendance is very important in enforcing discipline.	
	Strict adherence to work rules [10]	12. Employees work according to work procedures that have been established	12
		13. Employees can adjust to changes in the work procedures at Pikiran Rakyat	13
		14. Carry out the work according to the instructions given by superior	14

2. METHODOLOGY

This research is a quantitative research for data collection using research instrument (questionnaire), quantitative data analysis/statistics with the aim to test the hypothesis that has been set [12]. This study using an ordinal scale, "The scale is ordinal data that is expressed in the form of categories and ranked." [13]. Type of measurement scale used is Likert scale [12].

If calculated using the formula Slovin [14] with a population of 173 people obtained a sample of 63 people. In this study, the sampling technique used is proportionate stratified random sampling.

Tabel 4
Population and Samples

Division	Numbers of Employee	Numbers of Respondent
General Affair	12	4
Human Resource	10	4
Accounting	15	5
Company secretary	15	5
Research and Development	23	9
Internal Control	4	1
Marketing Communication	12	4
Advertising	32	13
Circulation	4	1
Production	46	17
Total	173	63

Source: authors' survey

Here are the results of testing the validity of each variable by using SPSS 22 :

Table 5
Validity Test

Questionnaire Item	Correlation coefficient (r-calculate)	Critical value (r-table)	Result
Item_1	0,418	0,361	Valid
Item_2	0,672	0,361	Valid
Item_3	0,523	0,361	Valid
Item_4	0,494	0,361	Valid
Item_5	0,637	0,361	Valid
Item_6	0,648	0,361	Valid
Item_7	0,669	0,361	Valid
Item_8	0,652	0,361	Valid
Item_9	0,683	0,361	Valid
Item_10	0,780	0,361	Valid
Item_11	0,496	0,361	Valid
Item_12	0,542	0,361	Valid
Item_13	0,635	0,361	Valid
Item_14	0,713	0,361	Valid

Keterangan :N = 30,r table =0,361,α = 0,05

A research instruments indicated as having an adequate level of reliability if *Cronbach's Alpha* greater than or equal to 0.70 [15].

Table 6
Reliability Test of Variables

Cronbach's Alpha		N of Items
.750		15

N =30,

Cronbach Alpha = 0,07

Data processed by software SPSS 2.2

After that, the data is processed using factor analysis.

3. RESULTS AND DISCUSSION

Table 7
KMO and Bartlett Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.673
Bartlett's Test of Sphericity	Approx. Chi-Square	391.919
	df	91
	Sig.	.000

In the table above can be seen that the KMO value of 0.673 (greater than 0.5) showed that the samples taken are adequate (the variable is still unpredictable and can be analyzed further).

Tabel 8
Communalities

Communalities		
	Initial	Extraction
F1	1,000	.464
F2	1,000	.655
F3	1,000	.788
F4	1,000	.806
F5	1,000	.883
F6	1,000	.758
F7	1,000	.776
F8	1,000	.739
F9	1,000	.861
F10	1,000	.900
F11	1,000	.841
F12	1,000	.727
F13	1,000	.875
F14	1,000	.642

Extraction Method: Principal Component Analysis.

All initial value is worth one, this means that prior to the extraction of 100% of the variable form factors. Because the factors are not extracted, so there are 14 factors.

Determination of the number of factors needed to represent variables that will dianalisis based on the magnitude of eigenvalues and the percentage of total variants. The only factor that has eigenvalues ≥ 1 is retained in the factor analysis model, while others are excluded in the model.

Table 9
Total Variance Explained

Component	Total	% of Variance	Cumulative %
1	4,231	30,220	30,220
2	2,232	15,941	46,161
3	1,640	11,713	57,874
4	1,368	9,773	67,648
5	1,044	7,456	75,104
6	0,850	6,075	81,179
7	0,548	3,916	85,095
8	0,527	3,761	88,856
9	0,434	3,100	91,956
10	0,374	2,670	94,626
11	0,239	1,709	96,334
12	0,229	1,633	97,967
13	0,151	1,078	99,046
14	0,134	0,954	100,000

Source : the data is processed using SPSS 2.2

In the above table can be obtained information that a number of factors formed are 5 factors, the first factor that has eigenvalues of 4.231, the second factor that has eigenvalues of 2.232, a third factor that has eigenvalues of 1.640, the fourth factor has eigenvalue of 1.368, the fifth factor has eigenvalue of 1.044, from the table it can be obtained five factors with the total percentage of the five-factor variance amounted 30,220% + 15,941% + 11,713% + 9,773% + 7,456% = 75,014%. Thus, 75.014% of all the variables that exist can be explained by five factors formed.

This study wanted to get factors or constructs according to the theory, the factors to be formed was the one with the selected rotation is a varimax method.

Table 10: Rotated Factor Matrix

	Rotated Component Matrix				
	Component				
	1	2	3	4	5
F1	.139	-.138	-.003	.294	-.582
F2	.710	-.194	-.149	.288	-.092
F3	-.879	-.100	-.026	-.021	-.060
F4	-.862	-.188	-.061	-.054	-.146
F5	-.406	-.512	-.627	-.022	-.251
F6	.223	-.584	-.579	-.057	-.168
F7	-.066	-.125	-.818	-.059	-.289
F8	-.001	-.011	-.843	-.168	-.024
F9	-.113	-.161	-.061	-.874	-.232
F10	-.093	-.270	-.166	-.890	-.015
F11	-.006	-.100	-.167	-.049	-.895
F12	-.028	-.616	-.124	-.279	-.503
F13	-.084	-.769	-.030	-.197	-.193
F14	-.096	-.649	-.069	-.435	-.132

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 14 iterations.

The table above shows the distribution of the variables that have been extracted into the factors that have been formed by the loading factor after the rotation process. Factors that form can be seen in the following table:

Factor 1 : F2,F4,F3

Factor 2 : F14, F13, F12 dan F6

Factor 3 : F8, F7, F5

Factor 4 : F9, F10

Factor 5 : F11 dan F1

According to [16], the validation process there are a variety of ways, but the most practical use is to test the stability of the factors that have terbentuk. Untuk determines the stability of the existing sample will be split (split) into two parts, and then each section will be tested by factor analysis, exactly who has done sebelumnya. Kemudian each comparable results, with the provision, if a stable factor, the results of which there are relatively not much different, a good number of factors or figures.

**Table 11
Sample (Respondent) 1-32**

	Component Matrix				
	Component				
	1	2	3	4	5
F1	.334	.613	.086	.032	.386
F2	.625	-.159	.382	.259	-.228
F3	.463	-.402	.610	-.183	-.028
F4	.358	-.165	.745	.275	.311
F5	.709	-.593	-.166	-.228	.015
F6	.682	-.537	-.224	-.245	-.060
F7	.645	-.277	-.329	.411	.110
F8	.641	-.398	-.292	.343	.384
F9	.682	.451	-.038	.265	-.419
F10	.793	.147	-.045	.090	-.449
F11	.441	.705	-.171	.281	.128
F12	.508	.517	.301	-.289	-.003
F13	.671	.331	-.115	-.323	.226
F14	.711	.198	-.120	-.500	.089

Extraction Method: Principal Component Analysis.
 a. 5 components extracted.

Source: the data is processed using SPSS 2.2

**Table 12
Sample (Respondent) 33-63**

	Component Matrix				
	Component				
	1	2	3	4	5
F1	.610	-.076	-.128	.379	-.430
F2	.708	-.531	.066	-.043	.036
F3	.430	-.763	-.045	-.056	.029
F4	.453	-.752	-.227	.087	.242
F5	.612	-.238	.330	.207	.227
F6	.417	.085	.395	.471	-.476
F7	.109	.341	-.365	.542	.394
F8	.050	.416	-.297	.483	.215
F9	.684	.166	-.480	-.288	.170
F10	.655	.318	-.490	-.164	-.029
F11	.224	.022	.561	.366	.338
F12	.606	.589	.275	-.204	.218
F13	.408	.371	.551	-.396	.224
F14	.731	.296	-.036	-.157	-.377

Extraction Method: Principal Component Analysis.
 a. 5 components extracted.

Source: the data is processed using SPSS 2.2

The results showed that the sample split between the first and second sub-sample, and also between the sub-sample to the

overall sample, the number of form factors remain the same, namely five factors, and the members of each of the factors are no different despite the differences in the values of the factor loading. So it can be concluded that the eight factors formed stable and can be generalized to the population.

Then in the factor analysis, we can see the fourteenth indicators in the extract into the factors that have been formed by the loading factors that result in five factors:

1. Factor Compensation (1):
 - a) Bonuses are awarded the company in accordance with the overtime employees are doing (F4).
 - b) Bonus received from the company are in accordance with the employee's performance (F3).
 - c) The results of the employee's performance which were well appreciated by the company with the opportunity to get a raise (F2).
2. Factor Company procedures and employee relations (2):
 - a) Carry out work in accordance with a given employer interuksi (F14).
 - b) Employees can adjust to changes in working procedures in Mind (F13).
 - c) Employees work according to established procedures (F12).
 - d) The mutual respect among employees in Mind (F6).
3. Factors Relationships with co-workers and management (3)
 - a) Helping co-workers when needed (F8).
 - b) I celebrate with if there are other employees who successfully (F7).
 - c) Mutual respect between management and employees in Mind (F5).
4. The time factor working and procedure (F4)
 - a) Employees come to work on time (F9).
 - b) Employees leaving work in accordance with a predetermined time (F10).
5. Factors presence, equal pay and procedures (F5)
 - a) The presence is very important in the enforcement of discipline (F11).
 - b) Employees performing work with a sense of responsibility to get the appropriate reward (F1).

And the most dominant of all five factors that are a factor to two (a factor of company procedures and employee relations) with four indicators (F14, F13, F12 and F6).

4. CONCLUSIONS

The most dominant factor contributing to the discipline of employees in Mind is a factor of Company procedures and employee relations that contains four indicators, namely: carrying out the work in accordance with interuksi given employer, employees can adjust to changes in working procedures in Mind, employees work procedures have been established and mutual respect among employees at Pikiran Rakyat.

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