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IMPLEMENTATION OF STANDARD OPERATING PROCEDURES DISCIPLINE ON EMPLOYEES OF PT BPRS TUNAS ARTHA JAYA ABADI NGADILUWIH

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ABSTRACT
This study examines the implementation of Standard Operating Procedures (SOP) on employee discipline at PT BPRS Tunas Artha Jaya Abadi Ngadiluwih, which plays a crucial role in maintaining organizational performance through the development of a disciplined work culture. The background of this research lies in the fact that although the company has applied a fingerprint attendance system and sanctions in the form of meal allowance deductions, employee discipline is still often understood merely as an administrative obligation rather than as an internalized behavior. The purpose of this study is to analyze the implementation of disciplinary SOPs, identify the challenges faced, and formulate improvement strategies to create a sustainable culture of discipline. This research employed a qualitative descriptive approach with data collected through interviews, observations, and documentation involving the branch leader and section heads as key informants. The data obtained were analyzed systematically through selection, categorization, and drawing conclusions based on emerging patterns in the field. The findings indicate that punishment in the form of meal allowance deductions has been applied consistently, yet rewards specifically for discipline have not been implemented evenly and remain focused on work target achievements. Moreover, disciplinary assessments are still limited to attendance, while other essential aspects such as procedural compliance, work ethic, and initiative have not received sufficient attention.

INTRODUCTIONS

Human resources (HR) are a crucial element of a company that plays a primary role in achieving organizational goals. The success of a company is not only determined by technology or capital but is highly dependent on the quality and discipline of its human resources. Employee discipline is one of the important aspects in maintaining the stability of an organization's performance (Herlinawan et al., 2024). Companies that successfully enforce discipline generally find it easier to achieve their goals because employee attitudes are maintained in accordance with existing regulations

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(Emmywati et al., 2024). Conversely, low discipline often causes problems, ranging from delays in completing tasks, decreased productivity, to reduced customer satisfaction (Putri et al., 2025).

Companies generally establish Standard Operating Procedures (SOP) as a tool that provides explanations regarding work rules and discipline for employees. SOP functions not only as an administrative document but also as a standard guide that ensures consistency in the actions of all organizational members. Through SOP, companies strive to instill principles of orderliness so that employees have aligned guidelines in carrying out their daily work (Maharani et al., 2023). SOP can also prevent differences between management and employees regarding their respective rights and obligations, as all rules are applied in writing and universally. In addition, disciplinary SOP becomes an internal control instrument that ensures legal certainty in the application of rewards and punishments, so that companies can enforce justice in the work environment (Arifin et al., 2024).

Various studies confirm that the success of SOP is not only determined by its existence but also by the extent to which these rules are implemented consistently and accepted by employees. According to Wibowo et al. (2022), rewards and punishments applied in a balanced manner can significantly improve employee work discipline. SOP will be more effective when supported by an appropriate motivation system, so that employees comply with rules not only because they fear sanctions but are also driven by appropriate recognition. Other research by Astuti & Sujatna (2020) confirms that the provision of rewards and punishments has a real effect on the work discipline of PT Valve Automation Indonesia employees. Consistent rewards proven to encourage compliance, while punishment provides a deterrent effect for employees who violate rules. In line with this, Aldia & Sutarno (2024) also found that the combination of rewards and sanctions has a positive effect on employee discipline at PT Lumintu Tirta Abadi Karanganyar. These research results confirm that the success of implementing disciplinary SOP is greatly influenced by the balance between rewards and punishments. Without rewards, employees tend to view rules as a form of pressure, while without sanctions, rules will lose their controlling power because there are no real consequences for violations. These research results confirm that the success of implementing disciplinary SOP is greatly influenced by the balance between rewards and punishments. Without rewards, employees tend to view rules as a form of pressure, while without sanctions, rules will lose their controlling power because there are no real consequences for violations.

A similar phenomenon is seen at PT. BPR Tunas Artha Jaya Abadi KCP Ngadiluwih, a Rural Credit Bank that has been operating since 1991, and in 2025 will transition into a Sharia Rural Credit Bank with several branches, including the Ngadiluwih Cash Office. With many employees working in various branch offices and cash offices, including PT. BPRS TAJA KCP. Ngadiluwih which oversees the Ngadi cash office, in practice not all employees comply with SOP consistently. Based on interview results, the company has set working hours from Monday to Friday, with a maximum lateness tolerance of five minutes. A fingerprint system is used for attendance, and the recap results are used as a basis for compensation assessment. Employees who violate rules are subject to sanctions in the form of a meal allowance deduction of Rp7,500. Meanwhile, rewards are more focused on achieving work targets, especially for Account Officers working in marketing, while special recognition for discipline has not been evenly distributed to all employees.

Although several previous studies have highlighted the influence of rewards and punishments on employee discipline in various sectors, most of these studies focus on manufacturing companies and large-scale services. Research on the effectiveness of disciplinary SOP in microfinance institutions such as Rural Credit Banks, especially those undergoing transformation into Islamic financial institutions, is still very limited. In addition, there are not many studies that examine the imbalance of reward and punishment systems in the implementation of disciplinary SOP that is administrative in nature but impacts work culture.

This research aims to provide in-depth understanding of the challenges of implementing disciplinary SOP among employees of PT BPRS TAJA KCP Ngadiluwih and Ngadi Cash Office. The novelty of this research lies in emphasizing the need for balance between rewards and punishments and developing more comprehensive discipline indicators, so that disciplinary SOP not only functions as an administrative rule but also as an instrument that

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encourages the creation of a positive, fair, and sustainable work culture in supporting the achievement of organizational goals.

LITERATURE REVIEW

Work Discipline

Work discipline is one of the main indicators of successful human resource management (HRM). According to Siagian (2018), work discipline can be understood as a person's awareness and willingness to obey all regulations that apply in an organization, both written and unwritten. Hasibuan (2019) adds that employee discipline reflects a sense of responsibility in carrying out tasks, which ultimately becomes a key factor for companies in realizing their organizational goals. In other words, discipline is not only limited to formal compliance with working hours or administrative rules but also includes work ethic, procedural compliance, and loyalty to the company. A high level of discipline will create an orderly, productive, and harmonious work climate, while low discipline tends to cause problems such as delays in completing work, internal conflicts, and declining service quality.

Standard Operating Procedures (SOP)

According to Sugiyono (2017), standard operating procedures can be understood as a set of standard rules that are systematically arranged to serve as guidelines in carrying out work to achieve consistency, efficiency, and accountable work results. In a management methodology perspective, SOP functions to reduce work errors, standardize behavior, and serve as a control tool for leaders in supervising employee task implementation. In addition, Moekijat (2010) explains that SOP is a guide containing a sequence of work steps that must be performed by individuals or work units in an organization. The main purpose of SOP is to create uniformity, effectiveness, and efficiency in task implementation, so as to reduce errors, clarify responsibilities, and provide standards for assessing work results. This strengthens the view that SOP is not only an administrative instrument but also a tool for evaluating discipline.

Rewards and Punishments as Discipline Instruments

Rewards and punishments are two important instruments in human resource management used to enforce discipline and motivate employees to work in accordance with organizational rules and goals. Mathis & Jackson (2011) state that rewards can be financial (salary, bonuses, allowances) or non-financial (praise, promotions, recognition), all of which function as recognition of employee performance. Conversely, punishment is given with the aim of correcting behavior, providing a deterrent effect, and ensuring employees do not repeat the same mistakes. In this case, rewards create positive encouragement while punishment serves as negative control, and both must be managed in a balanced manner to create a disciplined work culture. According to Mangkunegara (2017), rewards and punishments have a psychological basis in shaping work behavior. Employees tend to repeat positive behavior if given recognition and avoid negative behavior because of the threat of sanctions.

METHODS

This research uses a qualitative approach with descriptive methods because its focus is to explore in-depth information regarding the implementation of Standard Operating Procedures (SOP) for discipline and the reward and punishment system for employees of PT BPRS Tunas Artha Jaya Abadi KCP Ngadiluwih. This approach was chosen to obtain data in the form of views, experiences, and information from parties directly involved, so that it can provide a factual and detailed picture of the implementation of rules, reward mechanisms, and sanctions in improving employee discipline and performance.

Research data was collected through in-depth interviews, observations, and documentation with the main subjects being the branch manager and two section heads at PT BPRS Tunas Artha Jaya Abadi KCP Ngadiluwih

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located at Jl. Raya Kolak No.296B, Ngadiluwih, Kediri. The analysis process was carried out continuously starting from selecting relevant data, compiling it in an easy-to-understand narrative form, to drawing conclusions based on field patterns and findings. With this step, the research is expected to be able to present a clear and systematic picture of the implementation of disciplinary SOP and the application of rewards and punishments in the company.

Interview guidelines were focused on aspects including: Working hours and disciplinary rules, Implementation of sanctions and their impact on compensation, Implementation of rewards and their relationship with work motivation, Fingerprint attendance system to reporting, Level of compliance with SOP and implementation constraints, and company disciplinary control efforts.

Table 1. Interview Informants

Informant	Position	Main Answer Points
Mr. Dadang Agus Seminar, S.E.	Branch Manager	Disciplinary SOP runs well; lateness is subject to meal allowance deduction sanctions; fingerprint attendance system is used for control
Mr. Exwin Prima Yulantoro	Head of Financing Section	Rewards are given to Account Officers based on quantitative targets (credit, arrears, interest) and qualitative (loyalty, cooperation)
Mrs. Hesty Prasetyaningrum	Head of Operations Section	Attendance is reported monthly; majority of employees comply with SOP; constraints only on lateness tolerance

RESULTS

Employee attendance data during the research period is one of the indicators in assessing the implementation of disciplinary SOP at PT BPRS Tunas Artha Jaya Abadi KCP Ngadiluwih. The attendance recapitulation is shown in the following table:

Table 2. Employee Attendance Recapitulation (January - June 2025)

Month	On Time	Late	Leave	Without Information
January	17 days	2 days	0 days	1 day
February	17 days	2 days	0 days	1 day
March	16 days	2 days	1 day	0 days
April	13 days	1 day	1 day	0 days
May	13 days	1 day	0 days	0 days
June	14 days	1 day	3 days	0 days

Source: PT BPRS TAJA Employee Attendance Data, 2025

Based on the employee attendance recapitulation from January to June, it can be seen that the discipline pattern is still maintained although it shows changes from month to month. In January and February, employees on average were still able to arrive on time for 17 days. The number of latenesses was also not too large, around 2 days, while leave almost did not appear and there were only a few records without information. This condition gives the picture that at the beginning of the year, employees tended to try to comply with company rules and maintain work patterns according to applicable procedures.

In March, changes showing a decline in discipline were visible. The number of on-time attendance began to decrease to an average of 16 days, while leave, which was previously rare, began to appear although only 1 day. Lateness remained at 2 days. This shows that there are signs that some employees are experiencing difficulties in maintaining discipline consistency. Factors that influence could come from within the employees themselves, such as health problems or work motivation, or from a lack of consistent supervision from management. This is where a gap is visible, because the rules that exist in the SOP do not always run according to field reality. Next in April and May, employee discipline experienced a quite low decline. The average on-time attendance decreased to 13 days, much lower than the previous month. Leave, although not much, still appeared, while lateness remained at 1 day. From this data, it can be concluded that employee compliance with working hours began to weaken. The SOP that should foster discipline awareness has not yet provided a strong enough influence. As a result, discipline is viewed more as an administrative obligation, not as an attitude that grows from individual awareness.

In June, there was a change with an increase in the average on-time attendance to 14 days. However, this condition does not fully show a positive thing because it was followed by an increase in the number of leaves reaching an average of 3 days. This phenomenon can be related to seasonal factors, such as family activities or health conditions. From a management perspective, the high number of leaves reflects the company's still weak ability to control employee attendance patterns. An important thing to note is that employee discipline is still often interpreted as limited to being present or absent, without considering the underlying reasons behind it. Overall, data from January to June shows that disciplinary SOP has indeed been implemented, but its implementation is still limited to attendance aspects. Discipline assessment is only focused on punctuality, lateness, leave, and absence, without covering other factors that are also important such as compliance with work procedures, work ethic, and employee initiative in carrying out responsibilities. This becomes a gap in the research, because discipline is still understood as limited to attendance numbers, when ideally discipline should be viewed as an organizational culture integrated with daily work behavior. Therefore, the company needs to evaluate the discipline assessment mechanism to be more comprehensive and able to reflect employee work quality as a whole.

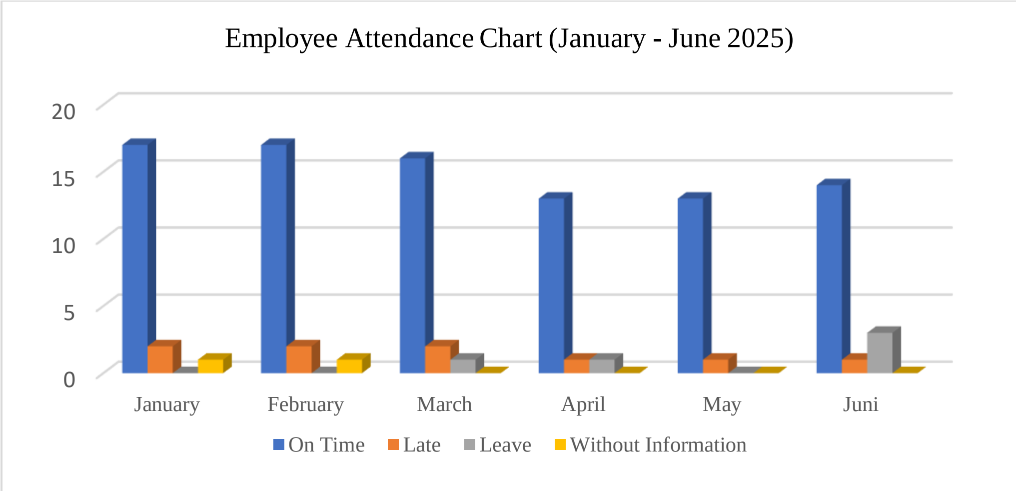

Figure 1. Employee Attendance Diagram (January - June 2025)
Source: PT BPRS TAJA employee attendance data, 2025

Based on the results of observations through diagrams and data recapitulation, it can be concluded that the level of employee discipline shows a tendency to decline from month to month, especially in the aspect of punctuality of attendance and an increase in the number of leaves submitted. This condition illustrates that although most employees still try to attend according to the rules set by the company, there are still patterns of inconsistency that recur and ultimately become obstacles to the formation of a stable and sustainable discipline culture. This phenomenon shows that disciplinary control cannot only rely on attendance as the only measuring tool. The company needs to develop a more comprehensive and thorough approach, which not only emphasizes administrative aspects but also includes work behavior coaching, consistent supervision, and providing motivation that can foster shared awareness of the importance of discipline. Thus, work discipline is no longer understood as merely a formal obligation, but as a value embedded in organizational culture and plays an important role in supporting the company's long-term success.

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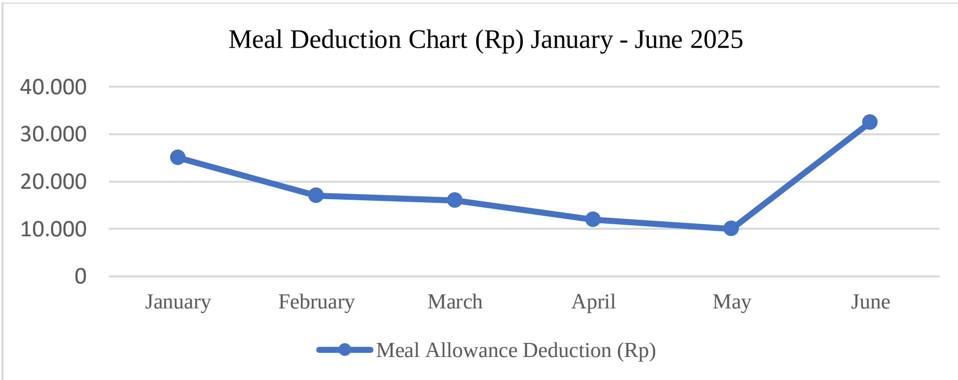

Figure 2. Meal Allowance Deduction Graph (Rp) January - June 2025
Source: PT BPRS TAJA employee attendance data, 2025

The employee meal allowance deduction graph for the period of January to June shows differences in the amount of deductions from month to month. In the early months, the amount of deductions was still small, but then increased with an inconsistent pattern. This shows that the company has consistently implemented the meal allowance deduction rules according to procedures, but these rules have not been fully successful in suppressing employee lateness and leave, because deductions still occur every month.

If observed further, the amount of deductions usually increases in months when lateness and leave are also more frequent. This indicates a direct relationship between attendance and the financial sanctions imposed. However, the use of financial sanctions alone risks creating pseudo-compliance. That is, some employees arrive on time not because of awareness of the importance of discipline, but more because they fear deductions. Such compliance is not strong enough to form a disciplined work culture, because true discipline should arise from self-awareness and a sense of responsibility, not from fear of punishment. If this condition continues, there is a possibility that employees will only try to fulfill rules on the surface without truly understanding the meaning of the importance of discipline for the success of the organization. Therefore, the company needs to consider additional steps so that disciplinary rules are not only complied with administratively but are also understood and implemented with full awareness.

In addition, the graph also shows that meal allowance deductions cannot completely eliminate disciplinary violations. There are always employees who are subject to sanctions every month, although the numbers vary. This condition confirms that punishment in the form of meal allowance deductions is not enough to solve the discipline problem. Therefore, the company needs to add other methods, such as regular coaching, more open communication, and provision of non-financial motivation. In this way, discipline can be understood by employees as part of professional responsibility, not just an effort to avoid sanctions.

DISCUSSION

The implementation of Standard Operating Procedures (SOP) for discipline at PT BPRS Tunas Artha Jaya Abadi KCP Ngadiluwih begins with the establishment of clear working hours and the use of a fingerprint-based attendance system. Based on interview results, the company sets a maximum lateness tolerance of five minutes, and attendance data obtained is directly reported every month. This rule not only functions to record attendance but also serves as a basis for calculating compensation, especially related to meal allowance deductions. The implementation of these rules sufficiently helps maintain administrative discipline consistency, although in practice there are still constraints in the form of repeated lateness from a small portion of employees. Sanctions in the form of meal allowance deductions of Rp7,500 per day have proven to provide a deterrent effect, but their effectiveness is limited because they do not address the root of the discipline problem. Attendance data from January to June shows that although sanctions are implemented consistently, lateness and leave still occur every month. This shows that financial sanctions play more of a role as a control tool, not as a way to foster true discipline awareness. Thus, there is a visible gap between the purpose of SOP as a work culture builder and its implementation which is still focused on administrative aspects.

Based on implementation policy theory by Edward III (1980), the effectiveness of implementing a policy is greatly influenced by four main factors, namely communication, resources, implementer disposition, and bureaucratic structure (Mubarok et al., 2020). In the context of implementing Standard Operating Procedures (SOP) for discipline at PT BPRS Tunas Artha Jaya Abadi KCP Ngadiluwih, the administrative system and procedures have run quite well through digital attendance and routine reporting. However, its effectiveness has not been fully achieved due to a lack of two-way communication between management and employees and limited motivational coaching oriented toward understanding the values of discipline. In line with the opinion of Kogoya et al. (2024), the success of policy implementation is not only determined by the clarity of standards and goals but also by the level of understanding and acceptance of implementers of the policy. In this case, some employees understand disciplinary rules normatively but have not internalized the meaning of discipline as part of a positively valued work culture. Jatmikowati (2021) emphasizes that effective public policy implementation requires support from implementer behavior and consistent internal communication so that policy does not stop at the technical level. In addition, Cahyadie et al. (2024) and Fahreza et al. (2025) found that in Islamic banking organizations, SOP effectiveness is often hindered by the gap between normative goals and employee perceptions in the field. Investigation by Rahmawati (2019) also show that SOP implemented without training and motivational communication tends to create pseudo-compliance. Thus, the implementation of disciplinary SOP at PT BPRS Tunas Artha Jaya Abadi KCP Ngadiluwih is still technical-administrative in nature and has not internalized discipline values substantively. A more participatory, communicative, and value-based implementation approach needs to be developed so that SOP not only becomes a control tool but also a means of forming sustainable work culture.

The phenomenon that financial sanctions in the form of meal allowance deductions are more effective as an administrative control tool compared to as a means of forming true discipline awareness shows that an approach that too heavily emphasizes punishment has not touched the motivational aspects of employees. This is in line with research findings by Purnomo (2021) which show that the application of punishment does have an effect on work discipline, but this effect is short-term if not balanced with a reward system and coaching that strengthens employees' intrinsic motivation. Research by Nengsih (2025) also confirms that the reward system has a more significant role in shaping work discipline compared to sanctions, because rewards foster a sense of being valued and increase commitment to the organization.

Similar findings were also expressed by Kurniawati (2025) who explains that financial incentives alone are not enough to improve discipline and performance if not accompanied by positive feedback and supportive work environment support. Vilaça et al. (2024) emphasizes that informative and fair reward systems are actually more effective in encouraging sustainable discipline behavior compared to sanctions alone. Likewise, research results by Suharno & Warman (2025) show that the implementation of work discipline accompanied by increased intrinsic motivation and two-way communication between management and employees will have a more positive impact on overall organizational performance. Thus, it can be concluded that strengthening non-financial reward systems, improving communication, and humanistic coaching approaches are important strategies to bridge the gap between implementing Standard Operating Procedures (SOP) and forming sustainable discipline culture.

On the other hand, the existing reward system is still limited to achieving work targets, especially for Account Officers responsible for financing and marketing. These rewards do encourage motivation for employees in related fields, but do not reach all parts of the company, including the discipline aspect. As a result, an imbalance occurs where sanctions apply to all employees, while rewards are not felt evenly. This condition causes discipline to be viewed more as an obligation to avoid punishment, not as positive behavior that is valued. In the perspective of human resource management, this imbalance can reduce employees' intrinsic motivation in maintaining discipline.

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The imbalance between the application of sanctions and the provision of rewards as in this condition reflects the not yet optimal implementation of organizational justice principles, especially in the aspects of distributive justice and procedural justice. According to Rupp et al. (2017), perceptions of justice arising from the alignment between employee contributions and the rewards received have a significant influence on job satisfaction, organizational commitment, and positive employee behavior in the workplace. If the reward system is only focused on achieving quantitative targets and does not reach behavioral aspects such as discipline, then a perception will emerge that the reward system is not inclusive, which in turn can reduce intrinsic motivation and hinder the formation of a harmonious work culture.

Research by Yahya (2022) shows that an equitable and fair reward system has a more effective role in improving discipline compared to a selective system. Likewise, Vilaça et al. (2024) emphasizes that disproportionate reward systems can create pseudo-compliance behavior, where employees only comply with rules to avoid punishment without any internal commitment to discipline values. Based on expectancy theory proposed by Vroom, employee motivation will increase if they believe that the effort made will produce performance that is recognized and rewarded fairly. Therefore, implementing a more comprehensive reward system including recognition for discipline, loyalty, and responsibility is needed so that discipline values are not only interpreted as administrative obligations but as part of professional commitment to the organization.

The discipline control efforts carried out by the company so far have emphasized more on routine supervision through the attendance system and monthly evaluation. However, interview results show that most employees actually try to comply with SOP, while constraints that arise are generally influenced by personal factors or external conditions, such as health or family matters. Therefore, discipline control needs to be strengthened not only with financial sanctions but also through coaching that emphasizes communication, non-financial motivation, and recognition for employees who are consistently disciplined. With a more comprehensive approach, the company can close the gap between written rules and practice in the field, so that a stronger and more sustainable discipline culture is created.

Based on the analysis results, the company needs to assess employee discipline not only from the aspect of attendance or absenteeism but also from compliance with work procedures, work spirit, and responsibility in carrying out daily tasks. In addition, the company should provide special recognition for employees who show high discipline, whether in the form of praise, certificates, or opportunities to participate in self-development programs. This step will help foster intrinsic motivation and strengthen positive work culture in the company environment. In addition, management also needs to strengthen effective coaching and communication so that all employees understand the meaning and importance of discipline as a shared value. Thus, work discipline is no longer just arising from fear of punishment but grows as collective awareness rooted in commitment to professionalism and shared responsibility.

CONCLUSION

The implementation of disciplinary rules at PT BPRS Tunas Artha Jaya Abadi Ngadiluwih has basically been running quite well through a fingerprint attendance system and the provision of sanctions in the form of meal allowance deductions for employees who are late. This system does help the company in monitoring attendance and maintaining administrative orderliness, but its implementation is still too focused on attendance and punctuality aspects. As a result, employee discipline is often only understood as limited to administrative obligations that must be fulfilled to avoid sanctions, not as a manifestation of personal awareness in carrying out work responsibilities. Although the provision of sanctions has proven to make employees more careful, this has not been fully effective in building a strong and sustainable discipline culture, because true discipline should arise from individual awareness, not solely from fear of punishment.

On the other hand, the reward or recognition system for disciplined employees has not been applied evenly. The company gives more rewards based on achieving certain work targets, especially in the marketing field, while the discipline aspect has not received the same attention. This condition creates an imbalance because sanctions are implemented consistently for all employees, but recognition for discipline is not felt comprehensively. As a result,

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discipline tends to be complied with only because of the threat of sanctions, not because it is viewed as a positive attitude that is important for work smoothness and organizational success. In the long term, this pattern can reduce employees' intrinsic motivation, because disciplined behavior does not receive the recognition it should. The company needs to review the strategy used by adding a fair and comprehensive recognition system, so that discipline is not only complied with but also valued as part of the work culture that must be continuously maintained.

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