

# Factors That Affect Employee Effectiveness and Efficiency at PT. Bandar Sumatra Indonesia

Fahmi Hidayat Lubis

Program Studi Manajemen, Sekolah Tinggi Ilmu Ekonomi LMII,  
Jalan Kolam Nomor 39 Medan Estate, Sumatera Utara, 20371,  
Indonesia

E-mail: fahmihidayatlubis@gmail.com

---

## ARTICLE INFO

### Article history:

Received: 2019-05-21

Revised: 2019-06-22

Accepted: 2019-06-29

### Keywords:

Factors That Affect Effectiveness,  
Employee Work Efficiency

---

## ABSTRACT

*To enforce discipline is not enough just with threats, but it needs to be balanced, namely a sufficient level of welfare. Even so, actually discipline is not only determined by factors of well-being, but there are still many other factors, also need continuous habits. Based on preliminary research conducted at PT. Bandar Sumatra Indonesia, then the problem faced can be formulated as follows "what factors affect the effectiveness and efficiency of employee work at PT. Bandar Sumatra Indonesia", while the hypothesis of the problem is as follows: "factors that affect the effectiveness and efficiency of employee work are discipline".*

*Discipline is an absolute requirement for employees of PT. Bandar Sumatra Indonesia..*

Copyright © 2019 Journal of Management Science (JMAS).  
All rights reserved.

---

## 1. Introduction

To achieve company goals, the human element can be considered as one of the most important elements, because the company's leadership must work with or through other people. Therefore management is needed so that the resources that will be utilized effectively and efficiently To achieve the goals that have been set previously, so that the survival of the company can be guaranteed.

For this purpose to be achieved, a high level of discipline is needed which aims to maintain employee morale or work morale, which will assist the company in carrying out its activities. In other words, the implementation of activities within the company can run effectively and efficiently in realizing the overall objectives.

To uphold justice is not enough just with adequate welfare. Even so, actually discipline is not only determined by welfare factors, but there are still many other factors, it also needs continuous habits.

PT. Banda Sumatra Indonesia is a subsidiary of SIPEF and was established in 1919 in Belgium, began to move to develop business activities in the plantation sector since 1921, including plantation companies in Indonesia which are located in North Sumatra, South Sumatra and West Java. Until now the SIPEF company, which stands for Societe Internationale de Plantation et de Finance is still domiciled in Belgium, is a large international business group and is listed on the stock market in Belgium and Switzerland. Besides Indonesia, SIPEF companies are also working in the agro-business sector in Papua New Guinea, Salomon Island, Zaire and others.

PT. Bandar Sumatra Indonesia must pay attention to any factors that affect the effectiveness and efficiency of employee work, so that employee morale continues to grow and achieve production targeted by the company each year.

Therefore the writer takes the title of this thesis "Factors that influence the effectiveness and efficiency of employee work at PT. Bandar Sumatra Indonesia ". With the intention of choosing the title of this thesis, the writer tries to discuss issues related to discipline.

---

## 2. Theory

### A. Definition of Human Resource Management

Human resource management is part of management to facilitate understanding of human resource

management. It is better for the writer to explain in advance what is meant by management so that the understanding of human resources later in the following description can provide a detailed meaning. After the authors describe again through human resources in other words the best way to provide understanding of human resource management is to describe separately between management and human resource management.

M. Manullang defines human resource management as follows: "Human resource management is an art and to obtain, promote and utilize labor so that organizational goals can be achieved efficiently, as well as the enthusiasm of the work of the workers." 7)

Heidjachman Ranupandojo and Suad Husnan define personnel management as follows: "Human resource management is the planning, direction and supervision of procurement, development, compensation, integration and maintenance of the workforce with a view to achieving the goals of individual companies and the community." 8)

While Alex Nitisemito defines personnel management as follows: "Human resource management is an art for, carrying out among others planning, organizing, controlling so that the effectiveness and efficiency of personnel can be increased to the maximum extent possible in achieving goals. 9)

From the three quotations above, a limitation on the definition of personnel management can be taken as a manager's task in connection with planning, organizing and controlling all functions of operating work to obtain, develop, maintain and use work force in such a way that it can economically aim the objectives can be achieved and the objectives of the whole or level of personnel towards higher levels can be achieved as far as possible.

So in a nutshell, personnel management can be interpreted as a management that focuses on staffing or personnel matters in a particular business in the form of employee acquisition, employee development, employee maintenance and employee use to achieve company goals.

## B. Definition of effectiveness

The leader of an organization is responsible for the achievement of organizational goals, namely by using existing resources as well as possible. The success of a leader can be measured by efficiency and effectiveness.

Understanding the efficiency and effectiveness of Sentanu Kertonegoro is as follows.

"Efficiency is the ability to get things done as planned, while effectiveness is the ability to choose the right goal or the right direction in achieving a certain goal."

An efficient leader can always minimize the cost of using resources and energy in achieving a certain goal. An effective leader can always determine and foster the right and optimal achievements to achieve the right goals.

## C. Definition of Work Discipline

Discipline tends to be interpreted in the narrow sense of punishment. Moekijat put forward the definition of discipline as follows: "Discipline is the ability to control one's self governed. Discipline comes from the Latin word: discipline which means the practice of politeness and spirituality education and the development of character. Discipline focuses on helping employees to develop a good attitude towards their work. "

Whereas Alex S. Nitisemito defines discipline as follows as an appropriate attitude, behavior and deed, with company regulations, whether written or not. "

Work discipline is an absolute thing that must be considered, because discipline can be considered as the tendency of an organization, the glue that enables efficient upward and downward communication, encourages cooperation and builds group pride which, influences the effectiveness and efficiency of achieving the goals of an organization.

## 3. Research Methods

### A. Method of collecting data

In preparing this thesis the authors conducted research in gathering information to find the data needed by applying two methods in data collection, namely:

1. Field Research, the authors collect data directly from observations to the field conducted through direct interviews with company leaders, based on a list of questions made in advance.
2. Literature Research, the author obtains data sourced from reading books, magazines, bulletins, newspapers and other writing sources that are considered relevant; and related to writing this thesis.

### B. Analysis Method

To analyze the results of research, the authors use the following analytical methods:

1. Descriptive Analysis

The analytical method used to find and interpret: the data obtained so that it is more easily understood and understood to conduct further research.

## 2. Deductive Analysis

The analytical method used to conduct observations of the data or the reality that occurs then conducts a discussion in order to determine a better solution.

## 4. Analysis and Evaluation

### A. Factors affecting employee effectiveness and efficiency

Every business entity will not be separated from problems that arise from within and outside the company. In improving employee discipline that has been applied at PT. Bandar Sumatra Indonesia, according to the author's observations, there are still problems that can affect the effectiveness of the implementation of the company's tasks so that it also affects the company's ultimate goal.

As stated in Chapter III, employee discipline which includes obligations and prohibitions has been partially applied at PT. Bandar Sumatra Indonesia in the form of implementing regulations accompanied by sanctions if violated or not obeyed.

However, seen from the overall forms of company employee discipline there are still problems encountered, i.e.

#### 1. Employee oath or promise

#### 2. The relationship between effectiveness and work discipline with employee discipline penalties

Every employee at the time of appointment becomes an employee of PT. Bandar Sumatra Indonesia lifts the oath or promise of employees according to religion or belief in God Almighty.

This oath or promise is one of the employee's obligations, which also means an obligation for the company's employees. Because this oath or promise is made according to religion or belief in God, then this oath or promise is not the ability of the superior employee who is authorized to carry out the task, but the ability to God that the person concerned will obey the task but the provisions or obligations and will not violate against the ban.

As stated in chapter III, employees of PT. Bandar Sumatra Indonesia is not a civil servant but equalizes with a civil servant also established in the company environment. But regarding oaths or promises of employees who enter the company, oaths or promises of employees who enter the company have never been taken. Bandar Sumatra Indonesia, only carried out against supervisors and above, namely oaths or promises set out in company regulations.

As a result of having not taken an oath or promise to the employees of PT. Bandar Sumatra Indonesia both employees who do not have a position or employees who have supervisory positions and above, then causes problems in essence derived from the absence of oaths or employee promises, namely:

a. There is a tendency for most employees not to exercise time discipline

b. There is a tendency for employees to prioritize their rights rather than their responsibilities

As a result of the above trends, it causes diversions. Perversion is not only limited to criminal acts or the use of official money for personal gain, but also to other violations, for example, not coming to work for several days without a valid reason.

Similarly, as a result of not taking oaths or employee promises, fraud in warehouses that often occurs such as loss or fraud is difficult to be accounted for by the head of the warehouse.

As stated in chapter III that there are obligations and restrictions which if these obligations are not fulfilled or prohibited, then the employee is subject to sanctions in the form of disciplinary punishment. Before an employee is disciplined for his actions which result in violation of the prohibition or non-fulfillment of obligations, an examination is first held.

In reality, the sentencing of mild, moderate and severe disciplines is felt to be unfair by some employees, because superiors or officials authorized to punish are difficult to determine the level of violations committed by an employee. For example, based on attendance information, an employee named A for 4 consecutive days did not come to work without a valid reason and without notification to his supervisor. There is also an employee named B for 5 consecutive days always late or late for work, but it is difficult to prove that both employees did not come to work, or violated discipline, because the absentee concerned entered work earlier than office hours and left on time. Due to the absence of concrete evidence, the employee's employer can only impose disciplinary punishment in the form of verbal rebuke. On the other hand there was an employee named C who was absent for three consecutive days of late so that the attendance card was red. Because the personnel section that manages attendance cards is submitted monthly reports to the leadership of PT. Bandar Sumatra Indonesia and then the leadership issues an oral warning letter to the employee concerned. As a result of written warning, the

effect is career obstruction and promotion of the employee, even though the employee is sentenced to discipline in the form of a written warning, there is no prior examination as per the disciplinary rules, thus the examination is only one-sided, namely based on an attendance card whose truth is sometimes doubted, because as mentioned above, there are also employees who do not come to work or are always late but do not get written warnings, thus their careers and promotions are smooth. This is what makes employees consider unfair and feel without being able to defend themselves, which eventually becomes frustrated. On the other hand, other employees who feel that the wrong is not taken, they tend to make mistakes and / or abuse.

## B. Relationship between employee work discipline and employee effectiveness and efficiency

With regard to problems that have resulted from not yet being implemented, it is better for all company employees to take oaths or promises of employees and to all officials who hold positions, besides taking oaths or promises for employees to take oaths or promises because of their position. Arrangement of oath or promise can be carried out gradually in each section or can also be per group and per position.

With the taking of an oath or the promise of PT. Bandar Sumatera Indonesia is expected that employees will have a personality and increase confidence in the ability to carry out what is imposed on them, thus it is hoped that fraud and actions will tarnish the employee's good name. Is not the taking of an oath or a promise so morally every employee has an engagement with the promise that has been said. Thus it is expected that PT. Bandar Sumatra Indonesia has qualified, honest, disciplined employees so that the company will not reach the determined goals.

Actually employees can raise objections to disciplinary punishment decisions, but in reality the sentence is difficult to rehabilitate, even so far PT. Bandar Sumatra Indonesia has never issued a decision that absent other friends and immediately discovered employees who oversleep or not come to work. With tight attendance during working hours, the possibility of employees who may or oversleeping is very small and thus employees are educated to be on time, which is disciplined, further efforts to improve work effectiveness are achieved.

In addition, it can be seen in Table 2, where the increase in effectiveness and work discipline has not yet reached company goals. It is seen that during the last three years it has been noted that disciplinary action is increasing every year, i.e.

- In 2016 there were 1,235 disciplinary actions
- In 2017 there were 1,313 disciplinary actions
- In 2018 there were 1,351 disciplinary actions

## 5. Conclusion

- a. In general, motivation systems, education and training systems, payroll systems and incentives are working well. Only the employee performance appraisal system still needs to be addressed.
- b. Employee coaching is carried out in several elements and stages, including disciplines, because discipline is the basis of creating quality, honest, responsible and dedicated employees, loyal to superiors, and eager to carry out their duties, both in life in the service environment or in a community environment outside the agency.
- c. Every disciplinary violation is given a penalty in accordance with applicable regulations. The sentence is intended to educate employees and for example against other employees have not committed violations.
- d. The factors applied by the company in influencing work effectiveness are:
  - Motivation system
  - Education and training system
  - Payroll and incentive systems
  - System for providing incentives for evaluating work performance and promotion

## 6. Referensi

- [1] Alex. Nitisemito, Manajemen Personalia, Edisi Revisi, Ghalia Indonesia, Jakarta, 1998
- [2] Hadi Poerwono, Tata Personalia, Cetakan Kelima, Djambatan Bandung, 2002
- [3] Heidjrahman Ranupandojo dan Suad Husnan, Manajemen Personalia Edisi Ketujuh, Cetakan Pertama, BPFE, Yoloakarta, 2000
- [4] M. Manullang, Pengantar Ekonomi Perusahaan, Cetakan Kedelapan, BLKM, Yogyakarta. 2001
- [5] Moekijat, Kamus Manajemen, Cetakan Keenam, Alumni, Bandung, 2002

- [6] Sentanoe Kertonegoro, Prinsip dan Tehnik Manajemen, Ananda. Yogyakarta, 2003
- [7] S.P. Siagian, Filsafat Administrasi, Cetakan Kesembilan, Gunung Agung, Jakarta, 2000
- [8] T. Hani Handoko, Manajemen, Edisi Keenam, BPFE, Yogyakarta, 2001
- [9] Winardi, Azas-azas Manajemen, cetakan kelima, Alumni, Bandung, 1999