



THE INFLUENCE OF MONITORING SYSTEM AND WORK DISCIPLINE ON EMPLOYEE WORK PRODUCTIVITY AT CV. MAKMUR JAYA, MALANG

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Article info	ABSTRACT
Corresponding Author: Djoni Bahtiar ihonybahtiar66@gmail.com IBMT College of Economics, Surabaya	This study aims to analyze the influence of monitoring system and work discipline on employee work productivity at CV. Makmur Jaya Malang. This study took a sample of 50 employees. Sampling in this study used a saturated or census sampling method because the population was small and limited, namely 50 respondents. The analysis used was multiple regression, using a significance limit of 0.05. The results of this study show two things. First, partially, the monitoring system has a positive and significant effect on employee work productivity and work discipline also has a positive and significant effect on employee work productivity at CV. Makmur Jaya Malang. Second, simultaneously, the monitoring system and work discipline together have a significant effect on employee work productivity at CV. Makmur Jaya Malang. Keywords: <i>monitoring system, work discipline, work productivity, employees</i>
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INTRODUCTION

Employee productivity is a crucial factor in determining a company's success. One way to increase employee productivity is by implementing a monitoring system and enforcing work discipline. To achieve company goals, employees must be highly productive, which can be influenced by various factors, including the monitoring system and work discipline. An effective monitoring system allows companies to monitor employee performance in real time and provide constructive feedback, thereby improving work efficiency and effectiveness. At CV Makmur Jaya in Malang, a monitoring system has been implemented in various forms, such as the use of monitoring software, an electronic attendance system, and daily work reports. However, challenges remain in implementing this system, such as the lack of utilization of monitoring data for decision-making and employee resistance to strict supervision.

Monitoring is a process of implementing, evaluating, and, if necessary, correcting work that has been implemented to ensure it aligns with the original plan. A monitoring system is expected to address various issues. Data obtained from monitoring will be needed during evaluations to provide added value and serve as a measure of the success of a program.

In addition to the monitoring system, work discipline also plays a crucial role in improving employee performance. Highly disciplined employees tend to be more responsible for their tasks, punctual, and follow established company procedures. Employee quality can be seen from their daily work discipline. Encouraging high work discipline is expected to increase company input, which in turn leads to improved employee discipline, leading to higher work performance. Without strong employee discipline, it is difficult for an organization to achieve optimal results. Therefore, improving discipline is a crucial part of human resource management, a crucial factor in increasing productivity. Work discipline is a tool managers use to communicate with employees to encourage them to change behavior and as an effort to increase awareness and willingness to comply with company regulations and applicable social norms.

However, a pre-survey conducted by researchers with the Human Resources (HR) department at the CV revealed through interviews that several cases of disciplinary violations still occur, such as lateness, unexplained absences, and inconsistencies in task execution. This is one of the impacts of declining company productivity. Furthermore, based on the researchers' field observations, a phenomenon of employee performance issues at CV. Makmur Jaya was found related to discipline at work. This phenomenon is common among employees, thus impacting employee productivity. Examples include punctuality, whether arriving at work or leaving work, not following established rules or targets, and compliance with regulations. Furthermore, the feeling that one's work will not be efficient if one lacks expertise in their field of work. In other words, if discipline is not achieved, it will certainly affect employee performance and productivity, resulting in poor performance and numerous obstacles and delays in results and productivity, especially a lack of effectiveness within an organization. Based on the work discipline problems found, it is necessary to review or develop an employee monitoring system in answering existing problems, therefore by implementing a monitoring system and improving work discipline it is hoped that it can increase good productivity, thereby providing satisfaction in work and commitment to employees, to advance a company. The influence of this monitoring system and performance discipline is expected to provide good results, and the existence of this system is expected to be the beginning of a solution to the problems that exist at CV. Makmur Jaya, Malang.

Monitoring

Monitoring is the activity of closely observing a situation or condition, including specific behaviors or activities, with the goal of ensuring that all input data or information obtained from these observations can serve as a basis for making decisions about further necessary actions. Action is necessary if the observations indicate that something or a condition is not in accordance with the original plan. Monitoring aims to observe or understand developments and progress, identify problems, and anticipate or resolve them (Mulyono, 2017).

Proper monitoring implementation can support the performance of both the leader as supervisor and the employees being supervised. The supervisory function can provide guidance and direction regarding their duties and responsibilities. The monitoring process is one of the most important tasks in project management. All team members implementing

the project must be aware of each achievement, which will then be compared with the initial plan. Monitoring is incomplete without evaluation, as both have equally important and complementary roles in controlling existing transactions. (C A Wijaya 2018). Rahayu (2018) is of the opinion that indicators of a monitoring system include input, process, output, results and impact.

Work Discipline

Hasibuan (2017) states that work discipline is an action taken by managers to encourage employees to comply with organizational regulations, including regarding job responsibilities, attendance, and work time. This is supported by Dessler (2015), who explains that work discipline is a set of behaviors expected by an organization to achieve predetermined goals, and can be measured by how well employees follow established rules and procedures. He also emphasizes that work discipline is crucial to ensuring that an organization functions effectively and efficiently. Work discipline is crucial to organizational success. When implemented properly, it will have a positive impact on employees and the organization.

Armstrong (2016) provides several indicators that can be used to measure employee work discipline. According to Armstrong, work discipline is not only related to compliance with rules, but also to an organized and responsible work style. Some indicators of work discipline, according to Armstrong, include compliance with rules and procedures, work quality, achievement of work targets and objectives, honesty and integrity, responsibility and initiative, and self-management and self-control. This indicator provides a comprehensive overview of how workplace discipline relates to various aspects of individual performance. Work discipline extends beyond simply complying with rules; it also encompasses work quality, responsibility, integrity, self-management, and the pursuit of personal growth. By measuring these indicators, organizations can assess employee discipline levels and identify areas for improvement to achieve optimal performance.

In addition to work discipline indicators, several factors influence work discipline, including motivation, organizational policies, supervision and enforcement, productivity, harmony, and organizational development.

Sanctions for Workplace Violations

Stephen P. Robbins (2016) states that sanctions or disciplinary action are one method used to manage employee behavior that violates organizational rules. Sanctions are given to ensure that employees comply with existing standards and procedures. Robbins also explains that sanctions can take the form of written warnings, suspensions, or even dismissal, depending on the severity of the violation. The purpose of these sanctions is to correct employee behavior that violates organizational rules and to maintain the smooth operation of the organization.

According to Mangkunegara (2016), sanctions are steps taken by companies to provide a deterrent effect on employees who violate company rules. These sanctions are corrective and aim to minimize similar violations in the future. Mangkunegara recommends that sanctions be imposed proportionally according to the severity of the violation. Sanctions can take the form of verbal warnings, written warnings, salary deductions, or even dismissal.

Hasibuan (2016) explains that sanctions for workplace violations are actions taken to address non-compliance or violations committed by employees. These sanctions are designed to enforce discipline and inform employees that certain behavior is unacceptable. Hasibuan classifies sanctions into several types, namely: first warning, second warning, temporary suspension, and dismissal. These sanctions are given based on the seriousness of the violation. This is done to enforce organizational rules and policies, foster good behavior, and provide a deterrent effect for perpetrators. By understanding sanctions for work violations and their proper application, organizations can create a more productive and disciplined work environment.

Work Productivity

Robbins (2016) defines work productivity as the ratio between the results achieved and the input used to achieve those results. Work productivity reflects how resources such as labor, time, and materials are utilized to achieve the desired output or results within an organization. Hasibuan (2017) states that work productivity is the level of success in utilizing various resources to achieve maximum results. He emphasizes that work productivity measures not only the result, but also the process of achieving it, which includes the efficiency and effectiveness of resource use.

Work productivity can also be defined as an employee's ability to produce compared to the input used. An employee can be said to be productive if they are able to produce goods or services as expected in a short or timely manner. The concept of productivity can essentially be viewed from two dimensions: the individual dimension and the organizational dimension, considering various inputs used, including labor, time, and other resources. Several factors that influence work productivity include motivation, skills, job satisfaction, and a conducive work environment. To increase work productivity, organizations need to prioritize efficient and effective human resource management and provide adequate facilities for employees. Employee productivity is crucial for a company as a measure of success. Higher employee productivity means higher profits and productivity.

According to Robbins (2016), several key factors influencing work productivity are work motivation, job satisfaction, work environment, training and development, health and well-being, rewards and recognition, effective communication, leadership and leadership style, technology and work tools, organizational culture, external factors, and work stress. These influences provide several benefits, including increased resource efficiency, reduced production costs, and enhanced company competitiveness.

According to Robbins (2016), work productivity involves several assessments to assess the extent to which employees or organizations achieve their stated goals and targets. These assessments include measuring output versus input, evaluating individual performance, key performance indicators, team productivity, and time utilization. Furthermore, work productivity also includes indicators such as work quality and quantity, adherence to procedures, ability to face challenges, work discipline, employee attendance and initiative, good time management, work motivation, teamwork, effective communication, creativity, and innovation. Within the context of work productivity, these indicators serve as tools to assess how an employee can maximize their contribution to

organizational goals. Employees who demonstrate high productivity will combine quality, quantity, discipline, motivation, and the ability to collaborate and overcome challenges in their work.

Previous Research

This study has several similarities and differences with previous research. This was conducted to advance scientific knowledge, particularly regarding the influence of monitoring systems and work discipline on employee productivity. Research by Luh Mang Indah Mariani (2017), using quantitative data (questionnaire distribution and data processing), found that work motivation, communication, and work discipline had a positive and significant influence on employee performance at Warung Mina Pegayungan, Denpasar. Meanwhile, research by C.A. Wijaya (2018), using qualitative data (interviews and literature review), found that the monitoring and evaluation system for study program management at higher education institutions is used by study programs to assess the performance of existing resources over a one-year period. This web-based system was developed using the PHP programming language and utilizes a management system. Furthermore, research by Rohmat et al. (2020) found that monitoring had a significant and positive influence on employee performance at the South Malang Pratama Tax Office, while work evaluation had no significant effect.

The three previous studies were used by researchers to conduct research using 2 independent variables (monitoring system and work discipline) and 1 dependent variable (work productivity) using quantitative methods by distributing questionnaires at CV. Makmur Jaya Malang according to the specified sample size, then the results were processed using the analysis tools discussed in the research method. Therefore, this study aims to determine whether the monitoring system and work discipline influence employee work productivity at CV. Makmur Jaya Malang.

METHOD

The type of research was quantitative research, which used hypothesis testing. Sugiyono, in Murni (2019), explained that quantitative data presented in numerical form that needs to be quantified in data processing to simplify calculations. In this study, the quantitative data used were the results of questionnaire distribution, presented in numerical form. A population was a generalized area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and drawn conclusions. In this study, the population is the employees of CV. Makmur Jaya, Malang. The population in this study was 57 employees in the production department. A sample was a portion of the population taken through specific methods that also have certain characteristics, is clear, complete, and is considered representative of the population (Sarwono, 2010). The sample determination used in this study was random sampling to determine the size of the sample taken from the research population using the Slovin formula in sample calculations with an error rate of 5%, based on Slovin formula proposed by Husein Umar (2013:78) and the samples were 50 respondents. This study used primary and secondary data. Primary data was obtained from direct observation and questionnaires. Secondary data was used to support the data obtained from articles, the internet, and documents held by organizations related to the research. The

instrument used in this study was intended to generate accurate data using a Likert scale. According to Sugiyono (2016), a Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena. For attitudes, answer choices are scored, and respondents must describe and support (positive) statements. This research data analysis method employed multiple linear regression analysis using SPSS version 25 to examine the influence or relationship between the independent and dependent variables.

RESULT AND DISCUSSION

Respondent Characteristics

This study categorizes respondents based on age as follows.

Table 1 Respondents' Age

Age	Employee	Percentage (%)
20 – 30 tahun	25 persons	50%
31 – 40 tahun	21 persons	42%
41 – 50 tahun	4 persons	8%
Total	50 persons	100%

Source: questionnaire data processing results (2025)

In addition, this study also has respondent characteristics based on gender.

Table 2 Respondents' Age and Gender

Gender	Employee	Percentage (%)
Male	30 persons	60%
Female	20 persons	40%
Total	50 Persons	100%

Source: questionnaire data processing results (2025)

The majority of respondents were male (30), with the remainder female.

This study also categorized respondents by educational level. The highest level of education was a doctoral degree, and the lowest was high school. The majority of respondents, 26, had a bachelor's degree.

Table 3 Respondents' Last Education

Last Education	Employee	Percentage (%)
Senior High School	10 persons	20%
Bachelor's degree	26 persons	52%
S2/S3 degree	14 persons	28%
Jumlah	50 persons	100%

Source: questionnaire data processing results (2025)

Table 4: Validity Test of the Monitoring System

No	Variable X1	R _{count}	r _{table}	Result
1.	X1.1	,562**	2.0129	Valid
2.	X1.2	,570**	2.0129	Valid
3.	X1.3	,522**	2.0129	Valid
4.	X1.4	,587**	2.0129	Valid
5.	X1.5	,604**	2.0129	Valid
6.	X1.6	,683**	2.0129	Valid
7.	X1.7	,595**	2.0129	Valid
8.	X1.8	,623**	2.0129	Valid

9.	X1.9	,365**	2.0129	Valid
10.	X1.10	,447**	2.0129	Valid

Source: Data processed by SPSS (Version 25)

Table 4 showed that the results of the monitoring system validity test yielded a calculated r value of > 2.0129 . This meant that the indicators used in this variable were suitable or valid for use in further data processing.

Table 5 Validity Test of Work Discipline

No	Variable X2	R _{count}	r _{table}	Result
1.	X2.1	,203	2.0129	Valid
2.	X2.2	,467**	2.0129	Valid
3.	X2.3	,556**	2.0129	Valid
4.	X2.4	,545**	2.0129	Valid
5.	X2.5	,398**	2.0129	Valid
6.	X2.6	,458**	2.0129	Valid
7.	X2.7	,466**	2.0129	Valid
8.	X2.8	,442**	2.0129	Valid

Source: Data processed by SPSS (Version 25)

Table 5 showed that the results of the work discipline validity test produced a calculated r value of > 2.0129 . This meant that the indicators used in this variable were suitable or valid for use in calculations.

Table 6 Work Productivity Validity Test

No	Variable Y1	R _{count}	r _{table}	Result
1.	Y1.1	,470**	2.0129	Valid
2.	Y1.2	,627**	2.0129	Valid
3.	Y1.3	,463**	2.0129	Valid
4.	Y1.4	,493**	2.0129	Valid
5.	Y1.5	,428**	2.0129	Valid
6.	Y1.6	,567**	2.0129	Valid
7.	Y1.7	,421**	2.0129	Valid
8.	Y1.8	,467**	2.0129	Valid
9.	Y1.9	0.211	2.0129	Valid
10.	Y1.10	0.250	2.0129	Valid
11.	Y1.11	,652**	2.0129	Valid
12.	Y1.12	,432**	2.0129	Valid

Source: Data processed by SPSS (Version 25)

Table 6 showed that the results of the work discipline validity test produced a calculated r value of > 2.0129 . This meant that the indicators used in this variable were suitable or valid for use in calculations.

Table 7 Monitoring System Reliability Test

Reliability Statistics X1

Cronbach's Alpha

0.754

N of Items 10

Source: Data processed by SPSS (Version 25)

To test the reliability of the instrument in this study, Cronbach's Alpha reliability coefficient was used. The results of the reliability test in table 7 indicated that the variable was declared reliable because the Cronbach's Alpha r value was $0.754 > r$ table 2.0129 from 10 items.

Table 8 Work Discipline Reliability Test
Reliability Statistics X2

Cronbach's Alpha	0.419
N of Items	8

Source: Data processed by SPSS (Version 25)

To test the reliability of the instrument in this study, Cronbach's Alpha reliability coefficient was used. The results of the reliability test in table 8 showed that the variable was declared reliable because the Cronbach's Alpha r value was $0.419 > r$ table 2.0129 from 8 items.

Table 9 Productivity Reliability Test
Reliability Statistics Y

Cronbach's Alpha	0.676
N of Items	12

Source: Data processed by SPSS (Version 25)

To test the reliability of the instrument in this study, Cronbach's Alpha reliability coefficient was used. The results of the reliability test in Table 9 indicate that the variable is declared reliable because the Cronbach's Alpha r value is $0.676 > r$ table 2.0129 from 12 items.

Table 10 Multiple Linear Regression Test Results

Independent Variable	Independent Variable	B	Beta	T	Sig	Result
Monitoring System	Work Productivity	-0,053	-0,076	-0,539	0,0592	Significant
Work Dicipline	Work Productivity	0,409	0,273	1,937	0,059	Significant
R	= 0,276					
R square	= 0,076					
F	= 1,942					
	sig = 0,000					

Source: Data processed by SPSS (Version 25)

Based on Table 10, the results of the multiple linear regression analysis data processing are used as a reference to determine the hypothesis analysis based on its significance level, both simultaneously (F-test) and partially (t-test). In general, all independent variables (monitoring system and work discipline) have a significant influence on the dependent variable (work productivity), both simultaneously and partially.

Partial T-Test Results

Based on Table 6, using the row, column, and sig., the following explanations can be obtained:

- 1) The influence of the monitoring system variable on employee performance (H1): The monitoring system variable (X1) has a positive and significant effect on employee work productivity at CV. Makmur Jaya Malang. This is evident from the significant monitoring system value of $0.0592 < 0.05$ and the t table value = $t(a/2; n-k-1) = t(0.0592;$

$50-3-1) = (0.025; 46) = 2.01290$. This means that the calculated t value is greater than the t table value (H_0 is rejected and H_2 is accepted). Therefore, the hypothesis that there is an influence of the employee productivity monitoring system is partially accepted. The results of this study are in line with research conducted by CA Wijaya (2018) and Rohmat et al. (2020) which stated that the monitoring system has a significant positive effect on work productivity. The monitoring system helps companies identify areas that need improvement, increase efficiency, and ensure that employees remain focused on their tasks.

- 2) The effect of work discipline variables on work productivity (H_2). The work discipline variable (X_2) has a positive and significant effect on employee productivity. This is evident from the significant control value of $0.059 < 0.05$ and the value $t_{table} = t(a/2; n-k-1) = t(0.0592; 50-3-1) = (0.025; 46) = 2.01290$. This means that the calculated t value is more than t_{table} (then H_2 is rejected and H_0 is accepted). So, the hypothesis that states that there is an influence of the monitoring system on employee work productivity is partially accepted. The results of this study are in line with research conducted by Sumarno (2017) and Luh Mang Indah Mariani (2017) which states that work discipline has a significant positive effect on work productivity. Work discipline is very important to foster a sense of responsibility in employees to create an increase in quality company output.

F-Test Results (Simultaneous)

Based on the test results in Table 6, the calculated F value is 1.942 with an F-table value of 3.09. Therefore, the calculated F value $>$ F-table, or $1.942 > 3.09$, and the significance level is $0.155 < 0.059$. Therefore, H_1 is rejected and H_2 is accepted. This means that the monitoring system and work discipline jointly influence employee productivity at CV. Makmur Jaya Malang. These two independent variables are the latest findings from previous research. If implemented simultaneously and gradually, the monitoring system and work discipline will gradually increase employee productivity, thereby benefiting the company in terms of profits and encouraging employee innovation and creativity.

Coefficient of Determination (R^2) Test Results

The coefficient of determination (R^2) essentially measures the model's ability to explain variation in the independent variables. The coefficient of determination ranges from zero to one. A low R^2 value indicates that the independent variables' ability to explain variation in the dependent variable is very limited. A value close to one indicates that the independent variables provide nearly all the information needed to predict the variation in the dependent variable. Vice versa.

Table 6 showed that the adjusted coefficient of determination was 0.037. This meant that the independent variables explained 3.7% of the dependent variables, with the remaining 96.3% explained by variables outside the research model.

CONCLUSION

Based on the research results conducted, partially the monitoring system and work discipline implemented at CV. Makmur Jaya Malang had a positive effect on employee work productivity. While simultaneously, the monitoring system and work discipline implemented together at CV. Makmur Jaya Malang also had a significant positive effect on employee work productivity. In conclusion, both partially and simultaneously the

monitoring system and work discipline could increase employee work productivity at CV. Makmur Jaya Malang. These two independent variables explained 3% of employee work productivity, the rest was explained by other independent variables outside the research model.

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