

## **A QUALITATIVE STUDY OF EMPLOYEE MANAGEMENT WITH DICIPLINARY PROBLEMS AT THE NASI DAUN JERUK AYAH IN SOUTH TANGERANG**

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### **Abstract**

This study aims to describe employee management and work discipline strategies at Nasi Daun Jeruk Ayah, a small family-run culinary business in South Tangerang. The research employed a descriptive qualitative approach, with data collected through observation, interviews, and documentation. The informants consisted of the business owner, the operational manager, and three permanent employees. The results indicate that work discipline implementation still faces challenges, particularly employee tardiness, despite the established starting time of 07.30 a.m. The discipline strategy emphasizes a familial approach, trust-based supervision, open communication, and fostering a sense of responsibility. Although there is no formal attendance system, harmonious relationship and a positive work environment help maintain discipline. This study concludes that effective work discipline in small enterprises can be achieved through a combination of consistent supervision, exemplary leadership, and respectful work culture.

**Keywords:** Employee Management, Work Discipline, Small Business, Qualitative Research

### **INTRODUCTION**

Human Resources Management (HRM) is a vital function that determines the performance and profitability of culinary sector MSMEs (Micro, Small, and Medium Enterprises). Businesses like Nasi Daun Jeruk Ayah in South Tangerang face pressure from fluctuating raw material prices (chicken and chili), while the selling price must remain stable (Rp 15,000) to stay attractive to consumers. The owner revealed that profits are often spent on employee, making efficient HRM the key to balancing labor costs with performance.

Currently, HRM is increasingly influenced by the entry of Generation Z into the workforce. Employees in this business are dominated by Gen Z who have characteristics of being inconsistent and working according to their mood, thus posing challenges in recruitment and performance coaching. The main issue that arises in work discipline.

According to Sutrisno in Prasetyo (2019), “Work discipline is a tool for managers to increase employees’ awareness and willingness to comply with applicable rules and norms.” Although the starting time is set at 07.30 a.m., problems such as lateness and delaying work still often occur. The manager considers the biggest challenge not to be the work system, but the employees’ willingness to fight laziness.

With high workloads and simultaneous orders, discipline becomes a crucial factor in maintaining operational stability. Therefore, this research is titled “A Qualitative Study of Employee Management with Disciplinary Problems at The Nasi Daun Jeruk Ayah in South Tangerang,” which aims to describe discipline-based management strategies in managing Gen Z employees and the employees’ views on its implementation.

In today’s digital era, disciplined and adaptive human resources play a crucial role in determining the competitiveness of small businesses. Employees who demonstrate consistency, punctuality, and a willingness to learn new technologies are better able to respond to market dynamics and operational challenges. According to Effendy et al. (2025), “HR development especially in digital skills training such as product design, online marketing, and online store management combined with the integration of technology into production processes, significantly improves efficiency, productivity, and market reach” (p. 138). Therefore, combining discipline-based management with technological adaptability is essential for micro and small enterprises like Nasi Daun Jeruk Ayah to maintain long-term competitiveness in an increasingly digital business environment.

## **LITERATURE REVIEW**

### **Definition and Concept**

Human Resource Management (HRM) constitutes a fundamental organizational function that focuses on managing people as the company’s primary assets. According to Hasibuan (2019), “Human Resource Management is defined as the science and art of organizing relationships and the roles of the workforce so that they operate effectively and efficiently in achieving the goals of the organization, employees, and society.” The fundamental concept of HRM encompasses various processes, including planning, recruitment, performance appraisal, and compensation management.

In the context of small-scale enterprises such as Nasi Daun Jeruk Ayah, the implementation of HRM serves not merely as an administrative mechanism but also as a strategic instrument to ensure that employees perform productively, remain highly motivated, and are adaptable to dynamic work demands. Effective HR management is instrumental in minimizing internal conflicts, enhancing work discipline, and reinforcing a positive organizational culture within a relatively small yet intensive work environment.

## **Work Discipline**

Work discipline represents a crucial element in maintaining organizational effectiveness and operational efficiency. As stated by Rivai (2018), work discipline refers to an individual's awareness and willingness to comply with all organizational regulations and prevailing social norms. Discipline thus reflects the degree of responsibility an individual hold toward their duties and the organizational framework. Generally, work discipline can be categorized into two distinct types:

1. Preventive Discipline, which refers to proactive efforts undertaken by the organization to encourage employees to comply with regulations voluntarily, without the need for coercion or sanctions.
2. Corrective Discipline, which denotes remedial actions imposed on employees who violate rules, aimed at rectifying their behavior to prevent recurrence of similar misconduct.

## **Employee Management**

Employee management is a strategic process aimed at ensuring that each individual within an organization contributes optimally to the realization of corporate objectives. According to Mathis and Jackson (2020), employee management encompasses a series of activities, including placement, training, motivation, performance evaluation, as well as the administration of rewards and sanctions.

In micro-scale enterprises such as Nasi Daun Jeruk Ayah, employee management possesses unique characteristics due to the personal nature of the relationship between the owner and employees. Consequently, the owner assumes not only the role of a manager but also that of a mentor and motivator. A humanistic and communicative approach has been proven to be more effective in enhancing employee performance and loyalty, particularly among younger generations who exhibit preferences for inclusive and supportive work environments.

Therefore, effective employee management does not solely pertain to administrative aspects such as attendance monitoring and work scheduling but also involves potential development, the reinforcement of work discipline, and the establishment of a healthy and productive organizational climate.

## **RESEARCH METHOD**

### **Type and Research Approach**

This study uses qualitative approach with a descriptive research type. The qualitative approach was chosen because it focuses on understanding the meanings, views, and experiences of informants regarding the phenomenon being studied, namely human resource management and the work system in a local restaurant. Qualitative research is a humanistic model of research, where humans in this study are placed as the main subjects in a social event (Rizal Safarudin, 2023)

### **Research Location and Time**

This research was conducted at a restaurant located in South Tangerang, which was selected because it has the characteristics of a small to medium-sized business with a limited number of employees and a family-based work system. The research was carried out on September 26, 2025, covering field observations, interviews, and supporting documentation activities.

### **Research Subjects (Informants)**

The research subjects were determined using a purposive sampling technique, which is a sampling method used when the researcher already has target individuals with characteristic that match the study (Turner, 2020). The informants in this study include:

1. The business owner, who acts as the main decision-maker and also helps with operational processes in the kitchen.
2. The operational leader, who serves as the field manager responsible for employee recruitment, task distribution and maintaining working relationship between the owner and employees.
3. Three permanent employees, one of whom is a trusted employee who participates in the recruitment process and monitors the performance of other staff members.

This structure provides an overview of a collaborative and family-oriented working relationship, with the operational leader acting as the main manager and the owner as the key decision-maker.

### **Data Collection Techniques**

According to Sugiyono in Effendy et. al. (2025), "Data collection techniques are the most important step in research, because the main objective of research is to obtain data, without knowing data collection techniques, researchers will not obtain data that meets the established data standards." The data collection techniques used in this study include:

1. Observation  
Observation was conducted to directly observe the restaurant's daily activities, such as kitchen work processes, interactions between employees, and the implementation of work discipline. This observation provides contextual understanding of the actual working conditions.
2. Interview  
Semi-structured interviews were conducted with the business owner and three permanent employees. The questions focused on recruitment processes, work system, relationships between employees, as well as motivation and challenges in the workplace. The interviews were recorded and transcribed as material for analysis.
3. Documentation  
Documentation includes interview recordings, photos of activities, and field notes that support the results of observation and interviews.

### Data Analysis Technique

Data were analyzed using the interactive analysis modal by Miles and Huberman in Rijali 2018, which consists of three main stages:

1. Data Reduction – simplifying and selecting important data from interview and observation results according to the research focus.
2. Data Display – presenting research findings in the form of descriptive narratives and interview excerpts to show patterns and relationship between variables.
3. Conclusion Drawing and Verification – a process carried out continuously throughout the research, in which the researcher begins to seek meaning, record regularities and patterns, identify configurations of cause-and-effect relationship, and then recheck findings through field reviews, peer discussions, and cross-data validation so that the conclusions produced become more detailed.

The analysis process was conducted simultaneously from data collection to report preparation so that the results reflect the actual conditions in the field.

## RESULTS AND DISCUSSION

### A. Results

Question: What disciplinary strategies are implemented to manage employees more effectively so that they can work better?

**Table 1.1**

<b>Informant</b>	<b>Informant's Answer</b>
Business Owner	The discipline strategy applied focuses on mutual trust between the owner and the employees. The owner gives full trust to employees to carry out their responsibilities, with the belief that trust will foster a sense of responsibility and reduce the tendency to commit dishonesty.
Operational Leader	Selecting employees who are honest and able to take responsibility for their work, as honesty is considered the main foundation in building discipline.
Staff 1	Prioritizing honesty and professionalism at work as the main form of discipline.
Staff 2	Discipline needs to be built through the establishment of clear rules, setting a good example by superiors, effective communication, and the implementation of a balanced reward and punishment system. In addition, appropriate training, employee involvement in decision-making, and the creation of a positive work culture and comfortable environment are also important.
Staff 3	Discipline can grow if employees understand the meaning of responsibility and do not take time for granted in their work.



From the results of the interview, it can be concluded that the disciplinary strategy at *Nasi Daun Jeruk Ayah* focuses on honesty, responsibility, and the habituation of professional attitudes. The owner and operational leader focus on providing trust and selecting employees with high integrity. Meanwhile, the staff believes that discipline needs to be supported by clear rules, exemplary leadership, and good communication. Overall, discipline in this workplace is built through mutual trust and a positive work culture, not merely through formal regulations.

## B. Discussion

### 1. Overview of Warung Nasi Daun Jeruk Ayah :

Warung Nasi Daun Jeruk Ayah began a simple family story. This business was established about four years ago when the son, who was in college and had been laid off, was offered the opportunity to manage a food stall. Although initially hesitant, his father eventually supported him to become the main manager, while the father provided capital and supervision. The motivation to open the stall also arose because the mother was approaching retirement and wanted to remain productive, while the father wanted to prepare a family business from scratch- organizing the kitchen and serving customers. The name “Warung Nasi Daun Jeruk” was chosen to create a distinctive and fresh Indonesian flavor. Over time, the stall continued to grow despite challenges such as rising raw material prices and declining purchasing power of students. Thank to family commitments and togetherness, Warung Nasi Daun Jeruk Ayah has now become proof of perseverance and entrepreneurial spirit that grows from simplicity.

### 2. Identification of Employee Discipline Problems:

Based on interview results at Warung Nasi Daun Jeruk Ayah, it was found that employee work discipline is still not optimal, even though the work environment is considered comfortable and communicative. Some employees still arrive late due to lack of motivation, and supervision is familial in nature without written regulations. The main factor is the low level of personal responsibility and lack of control system from the owner. These results show that work discipline is influenced by motivation, supervision, and work environment. Therefore, stricter and tighter supervision is needed so that employees become more responsible and work productivity can increase.

The disciplinary approach implemented at Nasi Daun Jeruk Ayah, which emphasizes honesty, responsibility, and consistency, represents a form of human resource development focused on behavioral and attitudinal aspects (soft skills). This strategy strengthens employee commitment and teamwork, aligning with the personal and familial culture of small-scale enterprises. However, Effendy et al. (2025) underline that beyond interpersonal and behavioral discipline, “MSMEs actively provide training to their employees to improve digital skills, such as product design training, online marketing, and online store management” (p. 144). This finding implies that effective human resource management should not only cultivate

discipline but also enhance digital competencies to strengthen MSME competitiveness in the evolving digital era.

3. Employees Management Procedures Related to Discipline:

The stall owner has set the working hours starting at 07:30 a.m. as a standard of discipline for all employees. Although no formal attendance system such as fingerprint or digital presence is used, employee attendance is still directly supervised by the owner and manager. Discipline management at this stall emphasizes a familial approach and emotional closeness. The owner strives to create a comfortable work atmosphere so that employees feel valued and motivated to arrive on time.

4. Analysis of Factors and Impact of Disciplinary Issues:

According to Sutrisno (2017) in *Human Resource Management*, "Employee discipline is influenced by self-awareness, leadership example, and the supervision system." At Warung Nasi Daun Jeruk Ayah, the main factors causing the problem are the lack of internal awareness and motivation among employees. Although working hours have been set at 07.30 a.m. tardiness still occurs due to employee laziness. Rivai & Saga (2018) in *Human Resource Management for Companies* state that low work discipline result in decreased individual and organizational performance, reduced trust among coworkers, and increased work stress levels. At Warung Nasi Daun Jeruk Ayah, this directly affects productivity and operational effectiveness. Tardiness hampers operational preparation and causes imbalance in workload among employees.

5. Research Discussion Analysis:

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## CONCLUSION

Based on the research results, it can be concluded that employee management at Warung Nasi Daun Jeruk Ayah is still based on family approach with direct supervision from the owner and manager. The main problem faced is low work discipline, particularly employee tardiness caused by lack of motivation and personal responsibility, and maintaining open communication between the owner and employees. Although there is no formal supervision system yet, this humanistic approach has succeeded in

creating a comfortable work rules, regular coaching, and exemplary leadership are required to server as model for all employees.

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