

**THE ANALYSIS OF EMPLOYEE DISCIPLINE TOWARDS COMPETITIVENESS OF LOCAL BAKERY INDUSTRY IN MANADO : CASE STUDY OF KARTINI BAKERY AND DOLPHIN BAKERY**

*ANALISIS DISIPLIN KARYAWAN TERHADAP DAYA SAING INDUSTRI BAKERY LOKAL DI MANADO: STUDI KASUS BAKERY KARTINI DAN DOLPHIN BAKERY*

by  
**Niluh Putu Audina Noviyanti<sup>1</sup>**

<sup>1</sup>Faculty of Economics and Business, International Business Administration, Management Program  
Sam Ratulangi University Manado

E-mail:

<sup>1</sup>[niluh.noviyanti20@gmail.com](mailto:niluh.noviyanti20@gmail.com)

**Abstract:** Competitiveness becomes one of the most important aspects which is faced by every company. Each company has its own strategy in facing off the global and local competition. One of the things that affect the company's competitiveness is the employee's discipline. Employee's activity at work and the implementation of the discipline to the employees have become major factors that greatly affect the company's performance. Local bakeries in Manado have a strong competitiveness these days. Through the application of work discipline to the employees, then Kartini Bakery and Dolphin Bakery are not worried about the tight competition in the market. The researcher analyzes the data based on the primary data by using the qualitative method. The primary data is used to answer the research questions and draw the conclusions from the research findings. In this research, the data will be taken from two companies which are Dolphin Donuts and Kartini Bakery through the interviews as the sample of this research. The researcher will retrieve the data by using an interview method of 8 informants which consist of 4 informants from each Bakery. The result shows that the activities of the employee's discipline greatly affect the competitiveness of the company. If the company wants to strengthen their competitiveness then the employee's performance must be done very well by adhering to the principles of the employee's discipline. The researcher recommends for the company how crucial it is to have a work discipline inside the company but the application of the systems is the essence to be able to compete against the competitors.

**Keywords:** *human resources management, employee discipline, work discipline, employee performance, competitiveness.*

**Abstrak:** Daya saing menjadi salah satu aspek terpenting yang dihadapi oleh setiap perusahaan. Setiap perusahaan memiliki strategi tersendiri dalam menghadapi persaingan global dan lokal. Salah satu hal yang memengaruhi daya saing perusahaan adalah disiplin karyawan. Aktivitas karyawan di tempat kerja dan penerapan disiplin kepada karyawan telah menjadi faktor utama yang sangat memengaruhi kinerja perusahaan. Toko roti lokal di Manado memiliki daya saing yang kuat saat ini. Melalui penerapan disiplin kerja kepada karyawan, maka Kartini Bakery dan Dolphin Bakery tidak khawatir dengan ketatnya persaingan di pasar. Peneliti menganalisa data berdasarkan data primer dengan menggunakan metode kualitatif. Data primer digunakan untuk menjawab pertanyaan penelitian dan menarik kesimpulan dari temuan penelitian. Dalam penelitian ini, data akan diambil dari dua perusahaan yaitu Dolphin Donuts dan Kartini Bakery melalui wawancara sebagai sampel penelitian ini. Peneliti akan mengambil data dengan menggunakan metode wawancara dari 8 informan yang terdiri dari 4 informan dari masing-masing Bakery. Hasilnya menunjukkan bahwa aktivitas disiplin karyawan sangat memengaruhi daya saing perusahaan. Jika perusahaan ingin memperkuat daya saing mereka maka kinerja karyawan harus dilakukan dengan sangat baik dengan berpegang pada prinsip-prinsip disiplin karyawan. Peneliti merekomendasikan bagi perusahaan betapa pentingnya memiliki disiplin kerja di dalam perusahaan tetapi penerapan sistem adalah esensi untuk dapat bersaing dengan pesaing.

**Kata Kunci:** *manajemen sumber daya manusia, disiplin pegawai, disiplin kerja, kinerja karyawan, daya saing.*

## INTRODUCTION

### Research Background

Competitiveness becomes one of the most important aspects which is faced by every company. Each company has its own strategy in facing off the global and local competition. Without any strategy that is beneficial for the company, then it will not be able to compete in the global world as it is today. Nowadays, the competition for global companies is very fierce, even though a company has a good strategy, without the existence of a qualified workforce then the company will still not be able to outperform the existing competitors. How can the global companies compete and survive in today's fierce competition? One of the main factors is the superiority of the labor that they have. Quality workforce greatly affects the company itself. Overseas companies for instance, they have established a very stable discipline system for their employees. Obviously since their childhood's period, the westerners have implemented the system generation by generation as well as to themselves. That's why the global workforce is more discipline than the local workforce.

In improving employee performance, it requires an increasing in terms of the work discipline, organizational culture and communication. The implementation of work discipline can be conducted by anticipating employees who comes late at work, and other possible reasons (Sumaki, 2015).

The food industry, especially the pastry industry, is one of the main food industries in every city and in every country that is needed and strongly should exist. There are many Bakery shops that have been opened in Manado either Local Bakery Shops or even International Bakery Shops. The competition is quite tight that requires them to continuously develop their products. Customers will always expect for the best therefore the labor must have great skills particularly in Bakery world. The competition between local bakeries is quite strict because the target market of each Bakery is at the same level which is from the bottom class to the upper class. The product development they do must be constant and sustainable because of the competition, so then each Bakery has to find new innovations that can support and maintain their competitiveness in the Bakery world.

Kartini Bakery is one of the local Bakeries in Manado. Kartini Bakery is owned by Mrs. Lily Ratulangi. It was established in 1960 and it already has 2 branches and both of them are located in Manado. The numbers of employees owned by Kartini Bakery totally are 25 employees. Kartini Bakery has faced many contenders time after time and some of them are even more competitive, therefore Kartini Bakery has developed its product, not only the bread that becomes their competitive advantage but also the various traditional cakes and their cakes are also produced at such a high standard as the same as the World Bakery industry. On the other hand, a local Bakery that has grown and become a competitor of Kartini Bakery is Dolphin Donut Bakery. This Bakery was established in 1997 which was founded by Mrs. Meya Tedjamulia. The numbers of employees owned by Dolphin donut Bakery as for now are as many as 25 people. It's the same with other bakeries that sell breads, but Dolphin Donut Bakery has added new innovations in the Bakery world especially in its market place.

Both of these bakeries have competed in a fairly tight industrial world in Manado. In this study the author will examine how the discipline system is prepared by each Bakery, whether the applied discipline affects the sales and their competitiveness in the Bakery Industry, and whether there are rewards or punishments that the Bakery owners give to their employees.

### Research Objectives:

According to the background have been explained in previous section, the research objectives are to know:

1. The discipline of employee in Dolphin Donut Bakery and Kartini Bakery.
2. The relationship between discipline of work and competitiveness.

## THEORITICAL FRAMEWORK

### Human Resources Management

Ganesan (2014) defined HRM is concerned with the human beings in an organization. "The management of man" is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviours; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handing by management personnel. Human resources management has an effect on effectiveness of employees` performance in designing and implementing training programs of development of human resources (Alami, 2015).

## **Employee Performance**

Armstrong (2014:254) states there have been varying definitions of performance and Armstrong and Baron stated that "if you can't define performance, you can't measure it". Thus, in order to measure it, one must clearly define it. The challenge among Private Sector managers is that it entails behaviour, results, or both. Performance is referred to as being about doing the work, as well as being about the results achieved. Performance is a multidimensional construct, the measurement of which varies, depending on a variety of factors that comprise it.

## **Employee Discipline**

Employee discipline seems to be an essential phenomenon in industry. Therefore, managing employee discipline properly is of very importance. It involves regularisation of employees' behaviour in compliance with established rules in order to achieve desired goals of the organization. The main purpose of employee discipline management is to ensure that employees conform to norms or standards of behaviour at work determined by management as being necessary for the attainment of organizational goals (Opata, 2009). Discipline is actually a combination of reward and punishment methods. A child, if disciplined at an early age grows up to become a responsible, well-bred individual. A person who is competent, confident and caring is always known to have a disciplinary approach towards life (Stephen, 2012).

## **Work Discipline**

Work discipline may be defined as an attitude of respect, respect, obedience and obedience to the applicable regulations, written or unwritten and capable of carrying it out and not avoiding receiving sanctions, in the event of violating the duties and authorities granted to him. Labour discipline is very closely correlated with work motivation and morale. Work discipline can be formally developed through training in the development of discipline, for example in working by valuing time, effort, cost, and so forth (Saranga, 2017).

## **Competitiveness**

Competitiveness is relative and not absolute. It depends on shareholder and customer values, financial strength which determines the ability to act and react within the competitive environment and the potential of people and technology in implementing the necessary strategic changes. Competitiveness can only be sustained if an appropriate balance is maintained between these factors which can be of a conflicting nature (Balkytė, 2010). Competitiveness processes are those processes, which help identify the importance and current performance of core processes such as strategic management processes, human resources processes, operations management processes and technology management processes. The competitiveness process can be viewed as a balancing process that complements traditional functional processes such as operations management and human resources management. It enhances the ability of an organisation to compete more effectively (Ambastha, 2004).

## **Previous Research**

Anthony (2017) studies obtained under the analysis of the collected data, the researcher makes conclusions with respect to each research question as the data was collected based. The study concludes that the current code of discipline is effective and this has led to increased employees' knowledge, broadened employees' perspective, extended the application of knowledge to work and has led to promotion of employees.

Wedaga (2012), the effective discipline procedures have the tendency to ensure the existence of a harmonious work environment for the organisation and its employees to 78 achieve effectiveness, efficiency and a higher level of productivity. Since the organisation cannot function effectively without discipline, in the same vein, the organisation cannot function well without effective employee job performance. On the score of that, the unifying force is to administer effective discipline procedures. Once the two players (Management and employees) continued to play in the field of employment, it must be said that discipline procedures and their challenges; the effect of discipline procedures on employee punctuality and performance; the relationship between employee punctuality and performance; and improvement of employee punctuality and performance are very crucial issues in AGA.

Cetindamar (2013) explains that the journal contributes to the literature by improving the understanding of how firm competitiveness works by developing a comprehensive and generic model.

Chaubey (2017) analyzes that ERM can build and enhance relationships and reinforce commitment to the company and improve the employees' job satisfaction. From this research it becomes evident that ERM can bring benefits for organizations.

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**RESEARCH METHODOLOGY****Type of Research**

In a qualitative research, decisions about design and strategy are on-going and are grounded in the practice, process and context of the research itself. However, although qualitative researchers should not aim to produce entire advance blueprints, in my point of view, they definitely should nevertheless produce a research design at the start of the process. The main proviso is that thinking about strategy and design should not stop there (Mason, 2002:24). In conducting this research, the researcher will be using the qualitative method to analyse the employee discipline towards competition in Manado in this case local Bakery industry. Exploratory studies are used in this research to understand and explore how well to analyse the motivation, career development, and how work discipline affects the competition at Dolphin Donut Bakery and Kartini Bakery in Manado. Furthermore, the researcher uses Descriptive-Case study to present the result and discussion in this research. Qualitative descriptive studies are the least theoretical of all qualitative approaches to research.

**Place and Time of Research**

This research will be conducted at Kartini Bakery and Dolphin Donut Bakery Manado, North Sulawesi. As for the interviews, they will be taken on separately according to the location of informants in Manado. This research was conducted from June 2017 to April 2018.

**Population**

The term of population will not be used in this research because qualitative research refers to certain cases and the result will not be applied in population which the cases are studied. The social situation of this research is local Bakery in “Kartini Bakery and Dolphin Donut Bakery”, all employees who are related: including business owners and employees of both companies.

**Sample**

The research samples are 4 worker from Kartini Bakery as well as in Dolphin Donut Bakery. It will be taken from several departments; the production department, front line employees, administration department and the owners.

**Data Collection Method**

Data collection method that is used in this research is through the primary data. The primary data is used to answer the research questions and draw conclusion from the answered research questions. In this research, the data collection will be taken from two companies which are Dolphin Donuts and Kartini Bakery by carrying out interviews and samples forms.

**Primary Data**

Primary data is data that obtained directly from the research object. Primary data refer to information obtained first hand by the researcher through:

1. In Depth Interview: One method of collecting data is to interview respondents do question and answer with the respondent to obtain information of the issues of interest.
2. Observation: Observation directly into owner to obtain the data about the object information relating to the matter to be discussed.

**Instrument of Research**

During the process of observation nad interview, there are some tools that will be used which are handphone, notes, and pen.

**Research Procedure**

There are some steps that will be taken and have been finished in conducting this research:

1. Study of qualitative analysis interview method especially from secondary data like journals, articles and books
2. Identifying the problem statement of this research
3. Collecting the data from Kartini Bakery and Dolphin Donuts Bakery
4. Choosing the business owners as potential respondents to be interviewed by contacting them and set up appointments

5. Designing the questions related to this research for the whole interviews
6. Conducting grand-tour observation while in depth-interview with the informant to get some information for this research, in this case “Kartini Bakery and Dolphin Donut Bakery” owners.
7. Executing the analysis while collecting the data.
8. Executing the final observation and interviews to do data triangulation and complete the materials
9. Rechecking all the interviews and observation results.
10. Writing the result of this research.

### **Data Validity Method**

In this research, method triangulation and data triangulation are employed. The data are gathered from in-depth interview with owners as the informants, observation in one place or trending location and also by reviewing different literature from various researchers.

## **RESULTS AND DISCUSSIONS**

### **Eight employees from Kartini and Dolphin Bakery**

#### **Informant 1**

The first informant Maria Mokoginta, is an administration staff at Kartini Bakery who has been working since 2012. She said that the discipline's rule within a company is very important. If there is no discipline regulated inside the company then the employees will not work regularly and the job will be inappropriate and will affect the company. According to the first informant, Kartini Bakery has award and punishment, that is bonus for those who obey the rules and the establishment of warning letters employees who violate the rules. By having punishments and rewards, the employee will be more motivated and the motivated ones can enhance the companies' competitiveness to match with other Bakery companies. She knows that there are many opened Bakery Shops in Manado but she has no idea how the competition works these days.

#### **Informant 2**

The second informant is Willy Bible, a production staff at Kartini Bakery who has been working since 2015. He said that the importance of employee's disciplines within the company can make employees more organized and the employees know the company's vision and mission, and the employee's activity can also be measured by how they adhere to the employee's discipline so that employees know what to do. As for the established discipline's regulation by the company is to always come on time and finish the work properly. He explained the competitiveness of enterprises is also influenced by the employee's discipline. The second informant said that there are rewards and punishments that the employees get if they violate or comply with the existing regulations; if the regulations get violated by the employee then they will get salary cuts and 3 times of warning letters. As for the rewards, the employees will get them if they apply the existing employee's discipline properly. Indeed, the penalties and rewards will motivate them so that their work will increase. Employee's performance will increase also affects the competitiveness of the company.

#### **Informant 3**

The third informant is Christy, a front staff at Kartini Bakery who has been working since 2016. She said that the employee's discipline is important and work will turn out to become a mess if the employee does not comply with the right employee's discipline that the company has implemented. She explained that employees have a huge influence on the company success, and how employees can make the company to be able compete with other companies is started with the rules that must be obeyed by every employee so that the competitiveness of the company can run in accordance and even more can rise up. If the company's competitiveness is bad then the company will not reach the desired target. Respondent 3 said that there is an application of punishment and rewards in Kartini Bakery which is a bonus given by the leader if the employees adhere to the employee discipline and carry out their work properly and there is also a salary deduction for those who violate the employee's discipline or do not complete the task given to them. Employees will be more motivated by the application of rewards and penalties so that the employees will be more active and the employee's performance is possible to increase as well as the company's competitiveness.

**Informant 4**

The fourth informant Nonce Manansal, is a front staff at Dolphin Bakery who has been working since 2015. She said that the employee's discipline for the specifically employees is certainly very important in the company because it can improve the skills and abilities of the employees so they know how skillful they are in handling the problem. The fourth informant said that bonuses and rewards are applied as one of the important regulations by the company of the employees do their jobs properly and bring out good results for the company and they will be given by the leaders. What is more, deduction over their salary is also applied for those who perform badly at work. This is a way to increase the company's competitiveness.

**Informant 5**

The fifth informant is Rosita Saing, an administration staff at Dolphin Bakery who has been working since 2007. She said that the employee's discipline is important, if there is no discipline system at work then employee's work will deviate from the standards being given in the company. She explained that the competitiveness is currently very tight because many Bakeries are already opened in Manado and those numbers make the competition a lot tougher. Then we improve our performance so that the company's competitiveness also increases. When Dolphin Bakery implements a discipline of work to its employees, of course there are rewards and punishments given to them if they do their job properly continuously, and there is also a punishment given when the employee overrides the existing rules. Informant 5 described that some of the rewards and punishments that the employees would receive when they complete the task well are bonuses and penalties by giving them warning letters and possible cut in salary when they do not perform well according to their own tasks. She believes that the rewards and punishments are given by the leaders to make the employees get more motivations and be more active at work.

**Informant 6**

The sixth informant is Ryan Polii, a production staff at Dolphin Bakery who has been working since 2015. According to the third informant, he said that the employee's discipline is very important because if there is no employee's discipline applied then the employee's work will meet the standard and their activities will be neglected. By following the discipline's rule of company then the employees also learn how to be more orderly at work and employees can be more active at work. When there are regulations violated by the employees or their work are not done well then there will be penalties imposed to them which can be in the form of salary deductions and warning letters. There is also an award given by the leaders to the employees of Dolphin Bakery as in bonuses and promotion if the employee's performances meet the desired standard of the corporate leaders. The sixth Informant explained that with penalties and awards applied by the company then the employees will be more active at work and the employees become more familiar about the standard inside company. Then the effectiveness of the company in competing against other companies will increase.

**The Owner of Kartini Bakery/Informant 7**

Mrs. Lily Ratulangi, the owner of Kartini Bakery explained that the employee's discipline within the company is important, because without an employee's discipline then there will be no basis for the performance and operation of the company. In Kartini Bakery certainly the application of discipline is not as easy as it seems, but Mrs. Lily also conducts activities that make the implementation of the discipline on employees work effectively by evaluating the employees. This is a way for the employees to be more aware of how to be discipline early on. The competitiveness of the company can be seen through how the employees adhere to the company's employee's discipline. Mrs. Lily is aware that the company that produces goods such as foods should consider time effectiveness and make it works effectively in order to compete with other contenders. It is never been easy of we talk about competition because there are many Bakery stores out there in Manado. The competitiveness of the company can be seen through how the employees adhere to the company's employee's discipline. If the employees do not comply with the existing rules then the work will not be at its maximum stage and the competitiveness of the company will decrease.

If the employees do not comply with the existing rules then the work will not be at its maximum stage and the competitiveness of the company will decrease. The leader of this Bakery shop also applies the rewarding and punishment system to those who do their job appropriately and those who perform terribly. After giving them such awards and punishments then then it would be easier for the leader to monitor the employee's performance for the next month. But in this case, the competitiveness of the company will increase if it works on the same line with the employee's performance.

### **The Manager of Dolphin Bakery/Informant 8**

Mr. Made Suarjana, manager of Dolphin Donut explained that in a corporate the discipline system is very important. The competitiveness of enterprises can be affected by the employee's discipline at work. A consistently applied employee discipline will have an effect on the development of the company. Discipline action is very influential in the competitiveness of the company. Through the application of a good discipline system, it is obvious to monitor how this company can survive in the competition in this increasingly tight industrial world. Dolphin competitiveness can still and sure be able to compete against other bakeries with the application of a tight and consistent discipline system within the company. This store sees this bad opportunity then Dolphin applies such regulations to push their employees to perform better not only by adjusting the discipline system which is by giving them rewards and penalties. There is a huge impact when a company applies the rewarding and punishment regulation within the company because it encourages the employees to be more active and fairly compete with their co-workers. As the competitiveness of each employee to perform well against the other employees arises then the company's competitiveness will also increase especially in the Bakery industry.

### **Discussions**

The indicator of company's success can be seen from company's performance annually. That is also reflected on its employees' performance appraisal. Furthermore, the problem is that employees' performance sometime is not in accordance with what the company expects; there is performance degradation trend in deficient category (Jeffrey, 2017). In this research conducted, Bakery is very necessary in the name of labour in every field. Some departments in the Bakery are front employee departments, administration departments and production departments.

Bharadwaj (2017) states discipline that became one aspect in achieving the desired target company has been applied in every company and become the task of leadership how to apply a good discipline system to its employees. Based on the previous research the researcher concludes that the discipline of the employees within the company is important. After researching about the employee's discipline in Kartini Bakery and Dolphin Bakery, the result that obtained by the researcher is in both companies have been applied this employee discipline and has been applied to their employees since they started working in the company. Employee discipline is very important in their organizations. Thus, it is important in the Bakery where they spend their working hours regularly. The implementation of discipline within the company will affects the performance of the employees, either good results or bad results of the company's employee performance depend on the disciplinary implementation of each the company by the leaders.

Discipline is any action taken by the company in response to an unsatisfactory employee performance or behaviour. In complying with the disciplinary rules there are rewards and punishments that the companies apply to the employees (Stephen, 2012). In Dolphin Bakery and Kartini Bakery apply the rewards and punishments system at work. Both parties apply the punishment system by deducting their salary and possibly giving them warning letters because of their bad performances at work.

There's also goals in every company set by the management organization of work group, then the employee is driven and assessed their performance based on how much the employee achieve the goals that have been set. This criterion refers to the concept of management by objective (Waris, 2015). Every company has set goals. There are goals that have been established by Kartini and Dolphin Bakery that can compete with the Bakery industry in Manado and create new innovations to their company. Through the application of a good employee discipline within the company, then the company's goals will be achieved.

Cetindamar (2013) states by measuring firm competitiveness, policy-makers might map out and drive change to make their economies stronger and more productive, so that they become role models for other firms in the country. The previous research shows that the job performance affects the competitiveness of the company. One of them is that the employee's discipline that can affect company's performance, and when company's performance increases or decreases; it will affect the company's competitiveness. In the research of Kartini Bakery and Dolphin Bakery show that the employee's discipline can affect the competitiveness of the company, when the employees do not apply the discipline to themselves then the company will not be able to compete against other companies.

According to Chaubey (2017), the study was to determine the perceived relationship between employee relations management practices and job satisfaction. The findings of the study showed that there is a high level of job satisfaction in respect to how disciplinary issues are handled although a level of dissatisfaction is evidenced in a number of factors. The results of the research reveals that if Employees Relationship management practices i.e. Discipline, Conflict management, Trade Union, Communication, Employee Empowerment and Involvement and Encouragement of employee suggestion are implemented in organizations and managers give it high attention it can

enhance ERM status in organizations and help employees in getting satisfaction from their job. Thus, it emphasizes on performance, growth and development of employees for creating competitive advantage. The previous research shows that the job performance affects the competitiveness of the company. One of them is that the employee's discipline that can affect company's performance, and when company's performance increases or decreases; it will affect the company's competitiveness. In the research of Kartini Bakery and Dolphin Bakery show that the employee's discipline can affect the competitiveness of the company, when the employees do not apply the discipline to themselves then the company will not be able to compete against other companies.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This research has been conducted in order to give knowledge and information on the discipline of work and competitiveness in Kartini Bakery and Dolphin Bakery.

The results of the interview are as follow:

1. The discipline within the company is very important and can enhance the employees' liveliness at work to achieve the corporate's goals.
2. Competitiveness in the Bakery industry is very tight, by resulting a good performance then Dolphin Bakery and Kartini Bakery can compete and have a good competitive advantage against other Bakeries.
3. The activities of the employees' discipline affect the competitiveness of the company. If the company wants to strengthen their competitiveness, the employee's performance must be improved.
4. The motivation system for the employees is needed so employees can be more active at work, such as give a rewarding and punishment for the employees.

### Recommendations

There are 3 practical recommendations that can be concluded from the overall results in this research, which are listed as follow:

1. To improve the employee's performance in the company, the leaders have to apply the discipline rules more by giving the employees understandings and briefings periodically.
2. The discipline in the company is important but if it is not implemented properly, the system will be in vain, so the company managers must establish a training system and a development program.
3. The application of rewards and punishments is a good thing to apply in the company because it can boost up the motivation of each employee and it can improve their performance so that the company can achieve its goals.

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