

Drafting Company Regulations and Disciplinary Form to Increase the Employee Motivation of PT Moreen Indonesia

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Abstract – This thesis research is focusing on Drafting Company Regulations and Disciplinary Form to Increase the Employee Motivation of PT Moreen Indonesia. The preliminary analysis of PT Moreen Indonesia has shown that there was lack of motivation from the employee within the company. This is caused by not owning clear and written rewards in Company Regulation and the disciplinary intervention system has not been implemented. Therefore, the research will be focusing on drafting Company Regulation and Disciplinary Form as motivating tools by using business coaching program.

Purpose – This study aims to examine whether drafting Company Regulation and Disciplinary Form is able to increase the employee motivation of PT Moreen Indonesia.

Design / Methodology / Approach – Business coaching, the study subject was in PT Moreen Indonesia. The primary data is collected through in-depth interview and observation, where as the secondary data is obtained from the owner, internet, and management books. The collected data will be analyze using qualitative methods.

Findings – This study has revealed that the main problem of the lack of motivation from the employee in PT Moreen Indonesia is caused by not owning clear and written rewards in Company Regulation and the disciplinary intervention system has not been implemented. Through the use of questionnaire, it has shown that the employees of PT Moreen Indonesia stated that Company Regulation and Disciplinary Form will motivate them to increase their work performance.

Research Limitations / Implications – The limitation of this study is that Company Regulations and Disciplinary Form has not been implemented in PT Moreen Indonesia. The implication of this study is on how to draft Company Regulations and Disciplinary Form in order to increase the employee motivation in automotive sparepart manufacturing company.

Original / Value – This study describing a detailed condition of PT Moreen Indonesia, and researching on motivational tools for the employee of automotive sparepart manufacturing company.

Index Terms: Automotive, B2B, Company Regulation, Disciplinary Form, Employee Motivation, Human Resources, Indonesia, Sparepart

1 INTRODUCTION

INDONESIA Automotive Industry is growing rapidly, which is giving a significant contribution to the national economy according to Minister of Industry, Airlangga Hartarto. Adding to this, Gabungan Industri Kendaraan Bermotor Indonesia (GAIKINDO), (2018) reported that the sales of four-wheeled vehicles are reaching more than 1 million units every year. Motorcycle industry also has shown its rapid growth by selling more than 5 million unit every year as stated in Asosiasi Industri Sepeda Motor Indonesia (AISI, 2018).

Furthermore, Hartarto (2018) stated that the rapid growth of automotive industry provides employment opportunity in Indonesia to more than 1.5 million workers, distributed in various jobs ranging from the assembly industry, first, second, and third-tier components to the workforce at the official workshop.

The prospective business of automotive industry has reinforced Isnendar Andriansyah to establish an automotive spare part manufacturing company that is categorized as second-tier components company, which a B2B manufacturing company that provides components for a vehicle spare part manufacturing company. The company was established in 2011 named as PT Moreen Indonesia, which is now has 70 employees.

Based on the interview with Isnendar as the owner, the intensity of this industry is moderate-to-high due to many competitors who run the same business model. In facing the competitors, PT Moreen Indonesia needs to deal with several obstacles, which mainly is the lack of employee motivation. This identified problem is also supported by the statement of Reni as the Human Resources Manager where the employees are found to be lack of motivation in attending training and being enthusiastic to increase their work performance. Consequently, there are employees are found to be violating the Company Rules, which this problem has become more complicated where the disciplinary intervention is not consistent. These findings are supported by the statement of Solihin as the Plant Manager that each Team Leader is implementing disciplinary intervention in which Solihin is forced to give the intervention by himself.

According to Shani & Divyapriya (2011), employee can be motivated if their needs are fulfilled by the company. Additionally, research conducted by Jelačić, et al. (2010) found that the employee motivation of manufacturing industry is increasing if their basic needs, such as remuneration, benefits, vacations, paid insurance, fairness, and working conditions are fulfilled by the company. Furthermore, Von Bergen & Bandow (2012) mentioned that fairness gave a significant contribution to the employee motivation. Therefore, this business

coaching program aims to draft Company Regulation in order to ensure the basic needs of the employees and Disciplinary Form to ensure the fairness in disciplinary intervention, which will be resulting in the increasing of employee motivation of PT Moreen Indonesia.

2 THEORETICAL FRAMEWORK

2.1 EMPLOYEE MOTIVATION

According to Herzberg (2005), there are two categories of motivational factors, such as hygiene factors and motivation factors. Hygiene factors can be defined as factors that can cause dissatisfaction if not fulfilled by the company. The example of hygiene factors is remuneration, compensation, benefits, industrial relations, and working condition. While motivation factors can be defined as factors that can enhance satisfaction if fulfilled by the company. The example of motivation factors are job recognition, responsibility, challenging opportunity, personal growth, and involvement in decision making.

In order to identify the motivation factors of the employee in PT Moreen Indonesia, mini research was conducted to the 20 employees. The employees are given a questionnaire, which was adapted from Jelačić, et al. (2010). The Table below contains the list of the motivational factors.

TABLE 1
LIST OF MOTIVATIONAL FACTORS

Motivational Factors	
1. Remuneration	11. Promotional Opportunity
2. Benefits	12. Constructive Feedback
3. Paid Vacations	13. Job Empowerment
4. Working Condition	14. Information about Management
5. Fairness Treatment	15. Information about Company Goals
6. Work Life Balance	16. Reputation of the Company
7. Consistent Policy	17. Personal Growth
8. Socializing with coworkers	18. Challenging Job
9. Good industrial relations	19. Scholarships
10. Job Security	20. Job Rotation

The employees were instructed to score the importance of each motivation factors using a likert scale range from 1 'not important at all' to 5 'very important'. Below the findings of the mini research.

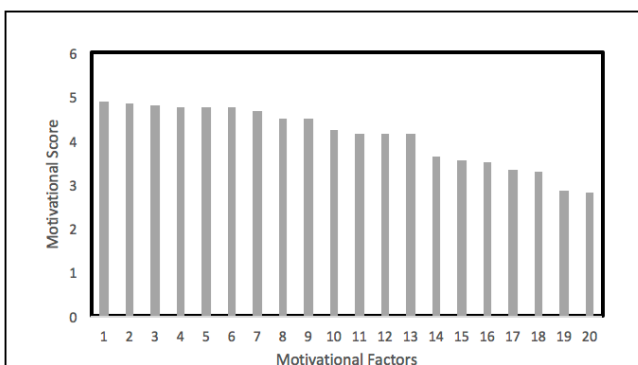


Fig. 1 Questionnaire results on how employee of PT Moreen Indonesia scored each motivational factor adapted from Jelačić, et al. (2010)

The findings revealed that hygiene factors, such as remuneration, compensation, benefits, industrial relations, and working condition are stronger motivators compared

to factors that are categorized as motivation factors. The results are also supported by various research findings that hygiene factors are the stronger motivators for the employee in the manufacturing industry (Jayasuriya, Kumarasinghe, & Perera (2017). Additionally, it also revealed that fairness is a strong motivator for the employee in the manufacturing industry (El Qadri, et al., 2015).

2.2 COMPANY REGULATIONS

Clegg (1950) defined Company Regulations as regulations that guide industrial relations, activities and behavior of employees in carrying out work, and the rights and obligations of both the company and employees. Adding to this, Clegg (1950) stated that Company Regulations guide employees on how to work according to company goals and strategies.

In terms of Company Regulations in Indonesia, Simanjuntak (2011) stated that Company Regulations are guided by micro-level norms based on the aspirations of both management and employee, and also guided by macro-level norms based Indonesian Law, such as Act of The Republic of Indonesia Number 13 Year 2003 Concerning Manpower and Ministry of Manpower Regulations of The Republic of Indonesia Number 28 Year 2014 Concerning Procedures for Making and Ratifying Company Regulations.

Kaufmann (2016) stated that owning Company Regulations is a strong motivator because in the process of drafting, the aspirations of the employee are considered which can resulting in the increasing of motivation due to the feeling of being involved in the drafting process. Furthermore, Kaufmann (2016) mentioned that Company Regulations have a role of making the company become familiar with industrial relations and preparing the company for Labor Union and Collective Bargaining.

According to Trahutomo (2011), there are six steps in creating of Company Regulations. In this business coaching program, the activities that will be done are creating draft by the company and discussion about draft with employee representatives.

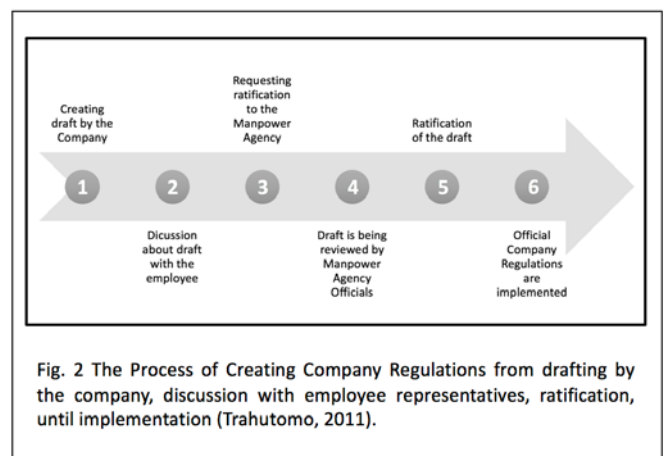


Fig. 2 The Process of Creating Company Regulations from drafting by the company, discussion with employee representatives, ratification, until implementation (Trahutomo, 2011).

2.3 DISCIPLINARY FORM

According to Dessler, et al. (2003), disciplinary intervention has an important role in order to preventing voluntary termination due to violation of Company Regulations by the employees. Below is the table of disciplinary program according to Act of The Republic of

TABLE 2
 DISCIPLINARY PROGRAM

Offense Frequency	Organizational Responses
First	Unofficial Verbal Warning
Second	First Written Warning
Third	Second Written Warning
Fourth	Third Written Warning
Fifth	Termination

According to Von Bergen & Bandow (2012), disciplinary form can become a strong motivator if the process of drafting and implementing are fair and just. In terms of fairness and justice, George & Jones (2008) stated that there are four types of justice that employee can seek in order to assess the fairness and justice in their own company. The first one is distributive justice, where the criteria of violation and its consequence are consistent with Company Regulations. The second one is procedural justice, where the procedure of issuing Disciplinary Form needs to be systematic and fair. The third one is interpersonal justice, which disciplinary intervention needs to be acknowledge by the Executive of Company to ensure that the company is ensuring the fairness and justice. The last one is informational justice, which employee needs to know about the valid and justifiable reasons of why they are receiving Disciplinary Form.

3 METHODOLOGY

There were 11 sessions of business coaching program in PT Moreen Indonesia. The first session started in February 2018 at MSME Development Area and Management Unit in Pulogadung, where the researcher introduced herself to PT Moreen Indonesia. The second until sixth session has been done from February to August to analyze the business condition of the company and to identify the problems. The seventh until eleventh session has been done from August to December to implement the solutions based on identified problems.

3.1 RESEARCH SUBJECT

The research subject is an automotive tier-2 manufacturing company located in Pulogadung, East Jakarta named PT Moreen Indonesia. The products of PT Moreen Indonesia are components for producing two-wheeled and four-wheeled vehicles. The customers of PT Moreen Indonesia are automotive tier-1 manufacturing companies. PT Moreen Indonesia was established in 2011 by Isnendar Andriansyah with the motivation of prospective automotive industry in Indonesia. PT Moreen Indonesia is currently having 70 employees, such as 60 permanent employees and 10 contracted employees. There are 8 women who work in the office. The age range of the employee are from 18 to 56 years old. The education level is ranging from Vocational High School for the employee who work in the Plant and Bachelor Degree for the employee who work in the office.

The Plant Manager of PT Moreen Indonesia is Solihin who leads the operational activities of PT Moreen Indonesia, such as purchasing raw materials, checking the

inventory, machine maintenance, production, quality control, and packaging. The Marketing Manager of PT Moreen Indonesia is Indah, who leads marketing and service activities, such as acquiring new customers and maintaining relationship with regular customers. The Human Resources and Finance Manager is Reni who leads the administrative and human resources activities.

3.2 METHODS OF COLLECTING DATA

Data collection in business coaching will use a qualitative approach, which focuses on the organization itself, its business problems, and the factors of the problem itself both internally and externally that will be investigated using various types of research. Data collected consists of two types of data, namely primary data and secondary data.

Primary data is data obtained through direct interaction with the object of research, namely PT Moreen Indonesia. There are two methods used to retrieve primary data, namely in-depth interview and observation.

The interview will be conducted to Isnendar as the owner and director to ask about the overall business condition of PT Moreen Indonesia. In addition, an interview with Solihin was conducted to ask about the plant's operational activities and Reni to ask about the management and administrative activities of PT Moreen Indonesia. The results of this interview will be part of the process of identifying problems of the company. The second method of primary data collection is observation, which will be very useful in order to get firsthand experience about the conditions of PT Moreen Indonesia. Observation also makes it easy to identify problems.

In terms of secondary data collection, literature studies were conducted to gain information and knowledge about the automotive spare parts business and also to obtain the best solutions for problem solving. Literature studies are obtained from various sources such as scientific articles, journals, and other sources.

3.3 METHODS OF ANALYZING DATA

Data that has been collected will be analyzed using four tools of analysis, such as Market Opportunity Analysis, Competitor Analysis, SWOT analysis, and Business Model Canvas (BMC) Analysis. After doing the analysis, the last step is to draw conclusions from all data obtained. Conclusions are obtained by understanding the data that has been presented and used as information for business coaching purposes.

1. Market Opportunity Analysis.

Market Opportunity Analysis can be determined using analysis tools namely Segmenting, Targeting, and Positioning (STP). According to Belch & Belch (2009), STP Analysis has the goal that the company can determine the target market, so that it can find competitive advantages to be able to compete in that market.

2. Competitor Analysis.

Porter's Five-Forces Analysis is a tool developed by Michael Porter to analyze the competition from the business environment of a business unit Thompson, et. al. (2018), This competitive condition has the influence to see the potential of the business unit that can be an attraction

and threat that might occur. The five competitive elements in the five forces model are competition between existing competitors, the threat of new entrants, the threat of substitution products, the bargaining power of buyers, and the bargaining power of suppliers/

3. SWOT Analysis and TOWS Matrix.

According to Thompson, et. al. (2018), SWOT Analysis is a measurement tool for analyzing the company's internal state, which is company strengths and weaknesses of the company, as well as the company's external condition, namely opportunities and threats. Effective SWOT analysis is an analysis that can draw conclusions from these four elements and make it a tool in planning strategies to improve company competitiveness. Based on the results of the SWOT analysis, the TOWS matrix can then be used to conclude strategies that can be applied to find competitive advantage.

4. Business Model Canvas (BMC) Analysis

According to Osterwalder, et al. (2010), a business model is a model that describes how a business creates and delivers value. In addition, Osterwalder, et al. (2010) stated that business model describes business strategies that have been created.

4 FINDINGS AND IMPLEMENTATIONS

4.1 FINDINGS OF ANALYSIS

1. Market Opportunity Analysis.

PT Moreen Indonesia's segmentation consists of geographical segmentation and consumer categories as product users. Based on geographical segmentation, PT Moreen Indonesia targets consumers located in the cities of Jakarta, Bekasi, Bogor and Karawang. Furthermore, consumer segmentation as a user (user category), PT Moreen Indonesia targets consumers who are tier-1 spare parts manufacturing companies.

In conclusion, the strategy in accordance with PT Moreen Indonesia's positioning is focused cost leadership, because customers in a narrow range causing prices to has an important role in order to prevent customers from switching to competitors. In addition, PT Moreen Indonesia must also prioritize customer service in order to obtain customer loyalty.

2. Competitor Analysis.

The competition intensity of PT Moreen Indonesia is classified as low to moderate. In terms of suppliers and buyers, PT Moreen's Indonesian bargaining power is still relatively positive. In addition, the obstacles in making business units regarding automotive spare parts, made the threat to new entrants relatively low. In terms of industrial attractiveness, the threat to substitute products for the next few years is still low, because substitute products have not entered the Indonesian market. However, PT Moreen Indonesia still has to improve its competitiveness because there are many competitors offering the same services. The Figure below is describing the competitor analysis of PT Moreen Indonesia.

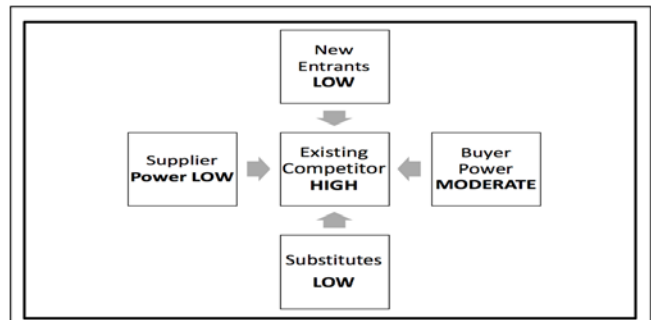


Fig. 3 Based on Five Forces Analysis, the competition intensity of PT Moreen Indonesia is classified as low towards moderate.

3. SWOT Analysis and TOWS Matrix.

Based on the SWOT Analysis, The Figure below describes TOWS Matrix of PT Moreen Indonesia.

TOWS MATRIX	Strengths		Weaknesses		
	<ol style="list-style-type: none"> Employees have adequate experience and expertise. Always doing quality control. Get an A in QCD (Quality, Cost, Delivery) assessment. 		<ol style="list-style-type: none"> Employees are lack of motivation. Difficulty to expand due to limited space. Technology and machines are limited. 		
Opportunities		SO Strategy		WO Strategy	
<ol style="list-style-type: none"> Many projects in West Java such as Cikarang and Cibitung need demending vehicles. The increasing user of motorized vehicles. 		<ol style="list-style-type: none"> S.1-O.2 <ul style="list-style-type: none"> Provide opportunities for employees to do more challenging work. S.3-O.1 <ul style="list-style-type: none"> Include QCD assessment results in promotional media to attract new customers. 		<ol style="list-style-type: none"> W.1-O.2 <ul style="list-style-type: none"> Creating a fair Disciplinary Form so that employees have the motivation to improve performance. W.2-O.1 <ul style="list-style-type: none"> Targeting consumers in West Java such as Cikarang and Cibitung. 	
Threats		ST Strategy		WT Strategy	
<ol style="list-style-type: none"> There are many tier 2 spare parts manufacturing companies in Jakarta and West Java that offer the same services. The threat of getting sanctions because it has not complied to Act No. 13 of 2003, which is obligation to have a Company Regulations. 		<ol style="list-style-type: none"> S.1-T.2 <ul style="list-style-type: none"> Creating Company Regulations so that employees understand company expectations. S.2-T.1 <ul style="list-style-type: none"> Researching Quality Assurance to improve the quality control. 		<ol style="list-style-type: none"> W.1-T.2 <ul style="list-style-type: none"> Creating Company Regulations together with employees to increase employees motivation. W.3-T.1 <ul style="list-style-type: none"> Focusing on product quality and customer service in order to gain excellence and to increase competitiveness. 	

Fig. 4 TOWS Matrix of PT Moreen Indonesia based on the results of SWOT Analysis, such as strengths, weaknesses, opportunities, and threats.

Based on the TOWS matrix, the solution that can be done by PT Moreen Indonesia are W.1-O.2, which is to create a fair Disciplinary Form in order to motivate employees to improve their performance. Other solution that can be done by PT Moreen Indonesia are W.1-T.2, namely Company Regulations with employees so that employees have the motivation to work.

4. Business Model Canvas (BMC) Analysis

Based on the BMC Analysis, The Figure below shows Business Model Canvas of PT Moreen Indonesia.

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
<ul style="list-style-type: none"> Suppliers MSME Development Area & Management Unit QCD Assessor Integrated Assessment Indonesia 	<ul style="list-style-type: none"> Taking orders Purchasing raw materials Production Quality Control Delivery Billing customers Maintenance Marketing 	<ul style="list-style-type: none"> Quality of Products and Services Competitive Pricing 	<ul style="list-style-type: none"> Attending project tender Company visit Customer service assistance Direct selling 	<ul style="list-style-type: none"> Customer Location: Jakarta, Bekasi, Bogor User Class: Sparepart Manufacturing Tier-1 Company
Cost Structure Fixed Cost: Tax, Salary, Depreciation of building and vehicles Variable Cost: Utilities, purchasing raw materials, maintenance, incentives		Revenue Streams Revenue for completed orders.		

Fig. 5 Business Model Canvas (BMC) of PT Moreen Indonesia.

In order to maintain or increase the value proposition, PT Moreen Indonesia needs to optimize resources to be able to produce quality performance, one of which is the performance of human resources, where employee performance can be improved if employees have the motivation to improve their performance.

4.2 IMPLEMENTATION OF SOLUTIONS

Based on the business coaching activities that have been carried out, the following are the implementation of solutions in the business coaching that have been carried

out, such as the drafting Company Regulations and Disciplinary Forms.

1. Company Regulations.

Coach drafted basic concepts and material on Company Regulations based on the condition of the company. After that, the initial draft Company Regulations was drafted based on Act No. 13 of 2003 concerning Manpower, Act No. 2 of 2004 concerning Settlement of Industrial Relations, Act No. 20 of 1999 concerning ILO Conventions concerning Minimum Age to be Allowed to Work, Government Regulation No. 78 of 2015 concerning Wages, Government Regulation No. 44 of 2015 concerning Occupational Accident Guarantees and Death Guarantees, Manpower Minister Regulation No. 28 of 2014 concerning Holidays Allowances, and Ministerial Decree No. 102 of 2004 concerning Overtime Work and Overtime Work Wages. In addition, the creation of the primary draft used Company Regulations of Indo Mobil Group and Company Regulations of PT Mitra Buana Komputindo obtained from search engines.

The coach submitted the draft of the Company Regulations and reviewed the draft with executives. The reviews conducted resulting in minor revisions, namely the articles of working hours, and the articles regarding benefits and reasons for terminating employment are too long. After conducting a review, revisions are made, the draft that had 10 chapters and 51 articles are shortened to 10 chapters 41 articles.

On October 18, 2018, coach accompanied by the Executives, such as Director, Plant Manager, and HRD and FA Manager invited Employee Representatives to discuss about the draft of Company Regulations. The purpose of the discussion is to obtain feedbacks and suggestions to be considered in drafting Company Regulations.

After making a revision based on the discussion between the Executives and Employee Representatives, the final draft of the Company Regulation consists of chapters and 41 articles. On Thursday, November 29, 2018, the final draft was submitted to the Executives and Employee Representatives for a review and finalize the draft.

The following is a summary of the contents of the Company Regulation of PT Moreen Indonesia.:

- a. CHAPTER I concerning General. This chapter describes general terms in Company Regulations, the purpose of making Company Regulations, as well as the responsibilities of the Company and Employees.
- b. CHAPTER II concerning Employment Relations. This chapter explains the employee acceptance, the probation before becoming a contract employee, the appointment of permanent employees from contract employees, temporary employment agreements, performance appraisals, and promotions.
- c. CHAPTER III concerning Working Time. This chapter describes working days and working hours, such as working hours and breaks.
- d. CHAPTER IV concerning Holidays, Leave and Permits to Leave Work. This chapter explains the provisions of holidays, procedures for annual leave, menstruation leave, and maternity leave. This chapter also explains the procedures for submitting permission to leave work due to illness, permission to leave work with full wages, permission to leave work during working

hours, and sanctions if leaving work without permission.

- e. CHAPTER V concerning Wages. This chapter describes the wage system, overtime wages, calculation of wages during illness, and benefits, such as daily allowances, expertise allowances, office allowances, and religious holiday benefits.
- f. CHAPTER VI concerning Work Facilities. This chapter explains the facilities employees get during work, such as working equipment, work safety equipment, working clothes, identification card, training and development, health and death insurance.
- g. CHAPTER VII concerning Code of Conduct. This chapter explains work attendance, obligations and rules, sanctions or disciplinary actions when violating Company Regulations or Working Agreements.
- h. CHAPTER VIII concerning Complaints Handling. This chapter explains the procedures for handling complaints.
- i. CHAPTER IX concerning Termination of Employment. This chapter explains the terms of termination of employment based on the cause.
- j. CHAPTER X concerning Ending. This chapter explains the interpretations and amendments by the company and general provisions as ending.

2. Disciplinary Forms.

According to Act No. 13 Year 2003 Article 161, the company will terminate employment that have received the first, second and third Disciplinary Form, respectively, where each Disciplinary Form has an active period of six months. The process of creating system as a decision maker to determine which Disciplinary Form that will be issued refers to the Code of Conduct contained in Company Regulations. In addition, the process of creating this system were discussed together with the Executive and Employee Representatives so that the system is based on mutual agreement between the company and employee.

Based on the system that has been created, if the employee is proven to have committed a violation based on strong and valid evidence, then Company Regulations will be used to determine which Disciplinary Form that will be issued. In conclusion, the content of system has demonstrated distributive justice, that is the decision maker of the intervention is referring to Company Regulations that is made based on mutual agreement between the company and employee. Furthermore, the system will be implemented to all employees of PT Moreen Indonesia without exception.

The issuance of the Disciplinary Form must be known by the Executives and the Human Resources Division as a consideration in the performance evaluation. Those executives are Isnendar as Director and Managers, where each of them are responsible for their own functions, such as Solihin for Operations, Indah for Marketing, and Reni for Human Resources and Finance.

After the Disciplinary Form is issued, the Human Resource and General Affairs Division signs the Disciplinary Form. Once signed, the Human Resources and General Affairs Division will call the employee who commit violations to be given the Disciplinary Form. After the employee has signed the form, the Human Resource and General Affairs Division will report the Disciplinary

Form to the Director and Managers that the employee has received and signed the Disciplinary Form. The final step is to archive the Disciplinary Form, so that it can be used as a supplementary document in evaluating employee performance, determining promotions, and giving bonuses.

In conclusion, the procedure for issuing the Disciplinary Form has demonstrated procedural justice, which there are structured procedure for all employees. In addition, the procedure for issuing the Disciplinary Form has demonstrated interpersonal justice, where the procedure is involving the role of Human Resources Division, Directors, and Managers to make the employee understand that the violation of regulations they have done is a serious matter.

Disciplinary Form is drafted based on Act No. 13 Year 2003 concerning Manpower and Ministry of Manpower Decree Number Kep-150/Men/2000. In addition, drafting the Disciplinary Form is adapted from the Company Regulations (2017) of PT Sigma Cipta Utama as a reference.

In the process of drafting the form, discussions were held between the Executive and Employee Representatives so that the form is based on mutual agreement between company and the employee. The Table below explains the content of the Disciplinary Form.

TABLE 3
DISCIPLINARY FORM CONTENT

Types	Content
First Disciplinary Form	Employee data, articles of Company Regulation that were violated, types of violations committed accompanied by evidence, and signed by Executive.
Second Disciplinary Form	Employee data, information on the previous First Disciplinary Form, articles of Company Regulation that were violated, type of violation committed accompanied by evidence, warning if repeating to violate, and signed by Executive.
Third Disciplinary Form	Employee data, information on the previous Second Disciplinary Form, articles of Company Regulation that were violated, type of violation committed accompanied by evidence, warning if repeating to violate, and signed by Executive.

In conclusion, the content of the Disciplinary Form has demonstrated distributive justice where the type of Disciplinary Form is based on violations stated in the Company Regulations so that it applies to all employees. In addition, the content of the Disciplinary Form Letter has been demonstrated informational justice by providing details of the violations contained in the Company Regulations so that employees understand the reasons of receiving the Disciplinary Form.

Finally, drafting Disciplinary Form has demonstrated distributive, procedural, interpersonal, and informational justice, complying to legal system, and based on mutual agreement which displayed fairness as a strong motivator.

5 CONCLUSIONS

The socialization regarding the final draft of the Company Regulation was carried out to all employees followed by the distribution of questionnaires to find out the opinions of 20 respondents, which employees who are working at PT Moreen Indonesia. The items from the questionnaire consist of questions, such as 'whether you

have read and understood the Company Regulations, and seven statements regarding the explanation of Company Regulations related to components which are motivational factors of PT Moreen Indonesia's employees with the highest average value. Table below list the factors.

TABLE 4
MOTIVATIONAL FACTORS

No	Motivational Factors
1	Explaining salary and allowances clearly.
2	Explaining benefits clearly.
3	Explaining leave and permission clearly.
4	Explaining working facilities clearly.
5	Explaining working time clearly.
6	Explaining the Code of Conduct clearly.
7	Explaining the insurances clearly.

The questionnaire used a Likert scale of 1, which is 'strongly disagree' to 5, 'strongly agree. Respondents were asked to give an 'x' about how clearly the Company Regulations explained the motivational factors contained in the Company Regulations. The following are the results of a questionnaire regarding employee responses to Company Regulations.

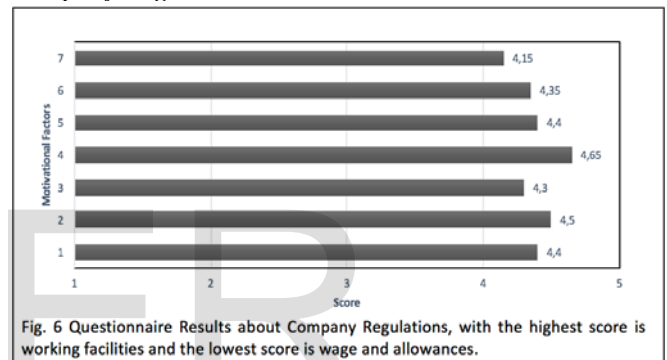


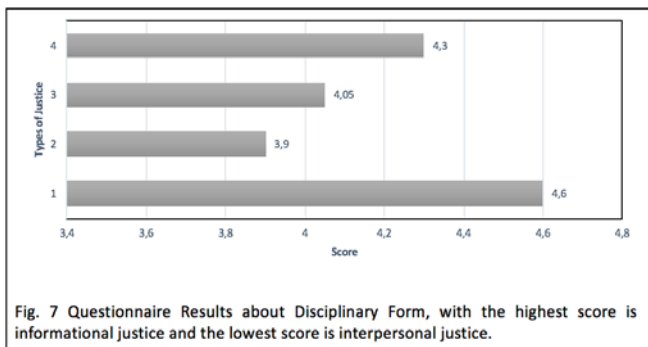
Fig. 6 Questionnaire Results about Company Regulations, with the highest score is working facilities and the lowest score is wage and allowances.

For the employee's response about the Disciplinary Form, the coach distributed questionnaires to 20 respondents who are employees of PT Moreen Indonesia. The items of the questionnaire consisted of questions, such as 'whether you have read and understood the Warning Letter', and four statements regarding whether the Disciplinary Form has demonstrated justice. The following are questionnaire items based on the types of justice.

TABLE 5
QUESTIONNAIRE ITEMS ABOUT JUSTICE

Justice Type	Motivational Factors
Distributive	1. The type of violation matches Company Regulations.
Procedural	2. The system for issuing a Disciplinary Form is clear.
Interpersonal	3. Issuance of Disciplinary Form is known by Executive.
Informational	4. The details of the violation are clear.

The questionnaire used a Likert scale of 1, which is 'strongly disagree' to 5, 'strongly agree. Respondents were asked to give an 'x' regarding how fair the procedure and the Disciplinary form had been drafted based on the four items related to the four types of justice, such as distributive justice, procedural justice, interpersonal justice, and informational justice. The following are the results of a questionnaire regarding employee responses to the Disciplinary Form.



Based on the questionnaire results, drafting Company Regulations has provided information about the motivational factors clearly and the Disciplinary Form have demonstrated four types of justice. In conclusion, the business coaching program have successfully provided solutions regarding the strongest motivators of PT Moreen Indonesia.

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