

The Influence Of Discipline & Employee Work Supervision On Cargo Handling At DHL Express In Balikpapan

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Abstract: PT Birotika Semesta (DHL Express) is one of Indonesia's largest companies in shipping export and import goods. The problem of this study is the lack of supervision from supervisors, which causes employees to become less disciplined, thus affecting cargo handling at PT Birotika Semesta (DHL Express). This study analyzes the influence of employee discipline and work supervision on air cargo handling at PT Birotika Semesta (DHL Express). The research method used was quantitative, with questionnaire distribution as the data collection technique. The data analysis techniques used are multiple linear regression, correlation coefficient, coefficient of determination, t-test and F-test. The results of multiple regression analysis show the variable value of the period. labor laws and employee supervision was 41.7%, with inspection and F-test results showing the influence of work discipline and employee supervision on Cargo handling at PT DHL Express in Balikpapan.

Keywords: *Discipline, Supervision, Employees, Cargo, Management*

Introduction

The world of transportation across the globe, including in Indonesia, has experienced a rapid increase, including air transportation. Air transportation technology continues to share developments in effectiveness and efficiency according to human needs. Undoubtedly, air transportation is one of the critical roles in supporting domestic economic activities.

Transportation is associated with production, consumption and distribution activities. The government must prioritize the importance of transportation to facilitate economic activities. One of the benefits of this transportation technology is to promote people's mobility in carrying out various daily activities, namely connecting one city to another.

Along with the growth of air transportation in this digital era, many air cargo businesses in Indonesia continue to grow and develop. Many have felt that the community or business people use the process of distributing goods to meet needs. The Indonesian Transportation Sector explains that Indonesia is an archipelago, and this transportation of people and goods (cargo) is mainly done using planes. *The Indonesia National Air Carrier Association* (INACA) assesses the prospective air cargo business in the country and can be a business opportunity.

PT. Birotika Semesta or what we usually call PT. DHL Express Indonesia is one of the companies engaged in shipping export and import goods and the largest express courier in Indonesia using air transportation modes. DHL Express is a multinational courier and logistics company that handles domestic and international cargo delivery activities.

Many Indonesians use DHL Express in Indonesia as their forwarder in helping exports and imports, which is very helpful for most of the community's needs.

However, within PT DHL Express Indonesia, there are still problems, such as a lack of supervision from supervisors of employees, so employees become less disciplined. In addition, the lack of supervisory control and coordination of employees on duty makes them less responsive to employees carrying out orders, thus affecting cargo handling.

In connection with the above, the author is very interested in studying the existing problems and presenting them in the form of a thesis or scientific paper with the title: **THE INFLUENCE OF EMPLOYEE DISCIPLINE AND WORK SUPERVISION ON CARGO HANDLING AT PT DHL EXPRESS SOUTH JAKARTA HEAD OFFICE IN 2023**

Literature Review

According to (Sidjabat, 2020), Etymologically, management is defined as the art of directing a person to achieve an organizational goal by planning, organizing, managing, and supervising resources effectively and efficiently. Management must coordinate and supervise other work activities to produce effective and efficient workouts.

(sidjabat, 2022) She explained that Human resource management recognizes the importance of work organization, which is necessary to achieve goals effectively and equitably for individuals and society.

(Setyawati & Aristiyanto, 2021) States, "Management of human resources as the main resource or asset, through the implementation of management functions and operational functions so that the organizational goals that have been set can be achieved properly." From the description above, it can be concluded that the definition of human resource management is "as a process of utilizing humans as a human workforce and optimizing the utilization of these important resources by providing appropriate incentives and assignments through the application of management functions and operational functions so that the organizational goals that have been set can be achieved properly."

Human resource management consists of three functions: management functions, especially in the form of planning, organizing, mobilizing and controlling. Operational functions, including procurement, development, compensation, induction, maintenance and termination. The third function is the position of human resource management in achieving the goals of an integrated business organization (Khaeruman, 2021)

Work discipline is discussed in conditions that often arise negatively. Discipline is more associated with sanctions or punishments. For example, for Bank employees, a late entry to work (even within a minute) means a salary deduction commensurate with missing work that day. For motorcycle riders, not using a helmet means being prepared to be ticketed by the police. (Helmi, Fadila, 2016)

Based on Darsono quoted from (Sembiring & Edi, 2016), Work discipline is a condition that causes or encourages employees to do and carry out all activities by the standards or rules that have been set.

Many factors influence the discipline of work in an organization. However, the goal is that employees in the organization also influence the level of discipline. (Pranitasari & Khotimah, 2021) States that the factors affecting labor discipline are five objectives and abilities, leadership, compensation, legal sanctions, and supervision.

By Aulia (2018), quoted from (Ozali, n.d.), Supervision is every effort and action to determine the extent of the implementation of the work performed is progressing as per the rules and objectives.

According to (Setiawati, 2015), Employees are people who work within the company, which is one of the sources of competitive advantage and a critical element that is important for success in competing and achieving goals.

Work supervision can be interpreted as the activities of Observe, evaluate, direct work and use authority from superiors to subordinates to take structured measures against subordinates, carried out continuously. Supervision is all activities to ensure and guarantee that the work or tasks carried out have been carried out under the established plan, regulations or policies prepared, and orders or instructions given in implementing the plan. Supervision is required to

measure what has been achieved, assess whether the implementation is running smoothly or not, and make evaluations and adjustments necessary to create good performance. (Veithzal Rivai, 2020),

Cargo is a shipment transported by aircraft (not the same as baggage) or by ship by ship via land transportation and is subject to payment of the shipping cost determined by the carrier, which is recorded in the SMU (air cargo letter) on domestic flights or AWB (*Air Waybill*), B/L (*Bill of lading*) on international flights or shipments. (Wynd Rizaldy Muhammad Rifni, 2013)

(Achir, 2022) Said cargo handling is a process of activities to organize the delivery of cargo/goods (outgoing and incoming) at the airport, including loading and unloading, transporting from airplane to storeroom (goods warehouse), organizing or storing goods and hand them over to the owner or deputy. Conversely, receipt from the goods owner, arranged in the warehouse area (warehouse), transferred from the warehouse area to the aircraft and loaded, stored in the aircraft cabin, with the understanding that by carrying out all these activities with knowledge and expertise.

Table 1. Relevant Research

Researcher	Title	Methods	Result
Dwi Puspita Sari.	The influence of discipline and work supervision on employee performance at PT Karyadeka Alam Lestari Semarang. (Sari, 2011)	Descriptive presentation and multiple linear regression analysis.	Employee discipline and supervision together have an influence on employee performance with a contribution of 65%.
Ni Komang Alit Vikananda, Ni Wayan Eka Mitarini dan I Gusti Ayu Imbayani.	The influence of supervision and work discipline on the work productivity of PT Pacific Express Cargo employees. (Vikananda et al., 2022)	validity test and reliability test. The analysis technique used is the classical assumption test, multiple correlation test, analysis of determination, multiple linear regression analysis, F test and t test.	Based on the results of the analysis, supervision has a positive and significant effect on Employee Work Productivity at PT. Pacific Express Cargo.
Anggi Lestari, Raden Lestari Garnasih dan Nuryanti.	The Influence of Work Discipline and Supervision on Employee Performance with Job Satisfaction as an Intervening Variable at PT Mitra Unggul Pusaka Segati Langgam District. (Lestari et al., 2023)	The data analysis method uses quantitative descriptive methods with the Path Analysis tool, with the help of SPSS version 23.	Work discipline and supervision have a positive and significant effect on employee performance through employee performance satisfaction.
Ichtiarini	Effect of Work Supervision and Discipline Work on BRI employee performance syariah madiun branch office. (Ichtiarini, 2019)	using multiple linear regression analysis. Analyze this includes validity and reliability tests, linearity analysis, tests classical assumptions, description tests, hypothesis tests, and coefficient tests determination.	Based on F test simultaneous work supervision and work discipline influence the performance of BRI Syariah Office employees Madiun Branch.

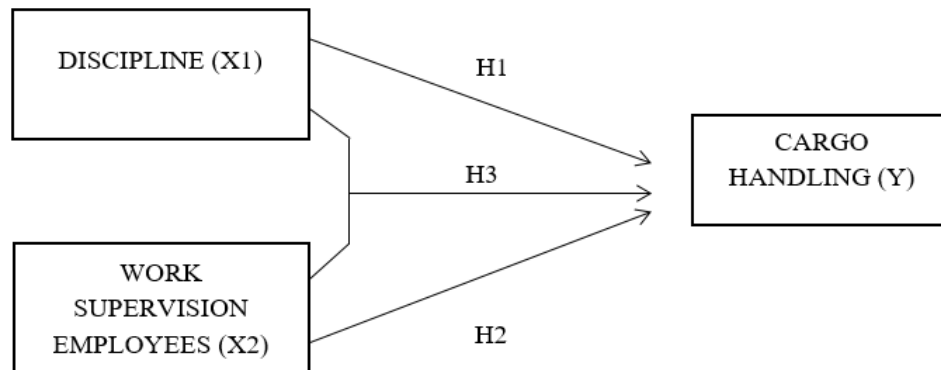


Figure 1. Framework Theory

H1: Suspected of significant and positive influence between Disciplines (X1) against Cargo Handling (Y)

H2: It is suspected that there is a significant and positive influence between Employee Work Supervision (X2) and Cargo Handling (Y)

H3: It is suspected that there is a significant and positive influence between Discipline (X1) and Employee Work Supervision (X) on Cargo Handling (Y)

Research Methods

This quantitative study is based on the total population taken from all 30 employees of PT DHL Express. The author uses the same sample as the population. The main data was obtained from the company concerned by distributing questionnaires. The sampling technique used is saturated. This study used multiple linear correlation and regression.

Table 1. Discipline Indicators

Variable	Dimension	Indicator
Discipline (X1)	Timeliness	1. Be present before the set time
		2. Not Late at Work
		3. Return to rest at the set time
	Work Regulations	4. Follow the rules set by the company
		5. Understand and understand the established rules.
		6. Always perform work on time in the specified time.

Source: Data processed by researchers (2023)

Table 2. Employee Work Supervision Indicators

Variable	Dimension	Indicator
Employee Work Supervision (X2)	Standard Setting	7. Employees' jobs are more manageable with SOPs
		8. Production standards for measuring performance levels
		9. Results that are by the targets that have been set
	Performance Measurement	10. Supervision of work is always carried out every day
		11. Supervision of employee work can be completed on time
		12. Supervision affects the accuracy of employee performance.
		13. Corrective action is urgently needed in supervision
	Remedial action	14. Oversight role to correct errors that occur
		15. Leaders warn employees who make mistakes
		16. Leaders help employees when they encounter difficulties.
		17. The leader evaluates the work of employees.

Source: Data processed by researchers (2023)

Table 3. Cargo Handling Indicators

Variable	Dimension	Indicators
Cargo Handling (Y)	Employee	18. The targeted amount of time and product quality is appropriate
		19. Employees get training to improve performance
		20. Performance effectiveness in handling loading and unloading processes
		21. Tools/facilities are still decent.
	Machine	22. Evidence of weighing goods is well systemized.
		23. Completeness of goods handling process tools
	Materials	24. Raw materials often break down during transportation activities
		25. Material labeling is fully identified by part number.
		26. The weight of the coli is as stated in the document

Source: Data processed by researchers (2023)

Results and Discussion

The validity and reliability test used 30 respondents' taken from all 30 employees of PT DHL Express data containing as many as 26 questions. The validity test results are valid because the value and r account $\geq r$ table. so, it can be confirmed all of the statements author used in the questionnaire could explain the variables under study, which are Discipline, Supervision of Work Employees, and Cargo Handling.

Table 1. Disciplinary Validity Test Results (X1)

Statement	rTable	rAccount	Decision
X1 1	0,361	0,809	Valid
X1 2	0,361	0,833	Valid
X1 3	0,361	0,838	Valid
X1 4	0,361	0,809	Valid
X1 5	0,361	0,798	Valid
X1 6	0,361	0,764	Valid

Source: Data processed by researchers (2023)

Table 2. Employee Work Supervision Validity Test Results (X2)

Statement	rTable	rAccount	Decision
X2 1	0,361	0,921	Valid
X2 2	0,361	0,920	Valid
X2 3	0,361	0,929	Valid
X2 4	0,361	0,918	Valid
X2 5	0,361	0,917	Valid
X2 6	0,361	0,920	Valid
X2 7	0,361	0,923	Valid
X2 8	0,361	0,915	Valid
X2 9	0,361	0,928	Valid
X2 10	0,361	0,919	Valid
X2 11	0,361	0,914	Valid

Source: Data processed by researchers (2023)

Table 3. Cargo Handling Validity Test Results (Y)

Statement	rTable	rAccount	Decision
Y 1	0,361	0,709	Valid
Y 2	0,361	0,701	Valid
Y 3	0,361	0,688	Valid
Y 4	0,361	0,691	Valid
Y 5	0,361	0,691	Valid
Y 6	0,361	0,712	Valid
Y 7	0,361	0,933	Valid
Y 8	0,361	0,675	Valid
Y 9	0,361	0,697	Valid

Source: Data processed by researchers (2023)

Table 4. Characteristics of respondents by gender

	Gender			
	Frequency	Percent	Valid Percent	Cumulative Percent
Man	25	83.3	83.3	83.3
Woman	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Source: Data processed by researchers (2023)

Based on Table 4, the characteristics of respondents in the group by gender are male and female. A total of 30 respondents comprised 25 people (83.3%) men and 5 people (16.7%) women.

Table 5. Characteristics of respondents by age

	Age		Valid Percent	Cumulative Percent
	Frequency	Percent		
20-30 Years	5	16.7	16.7	16.7
31-40 Years	12	40.0	40.0	56.7
41-50 Years	11	36.7	36.7	93.3
>50 Years	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: Data processed by researchers (2023)

Based on Table 5, characteristics of respondents are grouped by to age. A total of 30 respondents consisted of 5 people (16.7%) aged 20-30 years, 12 people (40%) aged 31-40 years, 11 people (36.7%) aged 41-50 years, 2 people (6.7%) aged over 50 years. The age characteristics of respondents are dominated by respondents aged 31-40 years.

Table 6. Characteristics of respondents based on recent education

	Recent Education		Valid Percent	Cumulative Percent
	Frequency	Percent		
High School / Vocational School equivalent	13	43.3	43.3	43.3
Diploma	4	13.3	13.3	56.7
S1	11	36.7	36.7	93.3
S2	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: Data processed by researchers (2023)

Based on Table 6, characteristics of respondents in the group byto the last Education. A total of 30 respondents consisted of 13 people (43.3%) who had the last education of high school / vocational equivalent, 4 people (13.3%) had the last education of Diploma, 11 people (36.7%) had the last education of S1, 2 people (6.7%) had the last education of S2. Respondents with the equivalent of high school / vocational education dominate the age characteristics of respondents.

Table 7. Characteristics of respondents based on length of work

	Length of Work			
	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 Years	6	20.0	20.0	20.0
6-8 Years	6	20.0	20.0	40.0
>8 Years	18	60.0	60.0	100.0
Total	30	100.0	100.0	

Source: Data processed by researchers (2023)

Based on Table 7, characteristics of respondents in the working age group, as many as 30 respondents consisted of 6 people (20%) who have worked for 1-5 years, 6 people (20%) who have worked for 6-8 years, 18 people (60%) who have worked for more than 8 years. The characteristics of length of work are dominated by respondents who have work for >8 years.

Table 8. Discipline Reliability Test (X1)**Reliability Statistics**

Cronbach's Alpha	N of Items
0.836	6

Source: Data processed by researchers (2023)

Table 9 . Supervisory Reliability Test

Employee Work (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
0.927	11

Source: Data processed by researchers (2023)

Table 10. Handling Reliability Test

Cargo (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
0.752	9

Source: Data processed by researchers (2023)

Table 11. Multiple Correlation Coefficients of Discipline (X1) and Supervision Employee Work (X2) on Cargo handling (Y)

		Correlations		
		Discipline	Employee Work Supervision	Cargo Handling
Discipline	Pearson Correlation	1	.746**	.637**
	Sig. (2-tailed)		.000	.000
	N	30	30	30
Employee Work Supervision	Pearson Correlation	.746**	1	.403*
	Sig. (2-tailed)	.000		.027
	N	30	30	30
Cargo Handling	Pearson Correlation	.637**	.403*	1
	Sig. (2-tailed)	.000	.027	
	N	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data processed by researchers (2023)

Based on Table 11. above shows that the correlation figures (r_{y2}) between Discipline (X_1), Employee Work Supervision (X_2), and Cargo Handling (Y) are 0.637 and 0.403.

Thus, it can be concluded that the correlation numbers 0.637 and 0.403 are positive relationships between Discipline (X_1), Employee Work Supervision (X_2), and Cargo Handling (Y) 0.637 with a strong relationship level and 0.403 with a Medium relationship level.

Based on table 12. The correlation between the variables Discipline (X_1) and Employee Work Supervision (X_2) together with the Cargo Handling (Y) variable is 0.646. Therefore, the determination coefficient is $r_{y12} = 0.646 = 0.417 \times 100 = 41.7\%$

Table 12. Coefficient Determination of Discipline (X1) and Employee Work Handling (X2) to Cargo Handling (Y)

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646a	.417	.374	1.993
a. Predictors: (Constant), Employee Work Supervision, Discipline				

Source: Data processed by researchers (2023)

The determination coefficient is means that 41.7% of Cargo Handling determined by variables of Discipline (X_1) and Employee Work Supervision (X_2), while other factors determine the other 58.3%.

Based on Table 13, the processing results using SPSS 20 can be obtained. The functional relationship between the Discipline (X_1) and the cargo handling variable (Y) is shown with a linear regression coefficient, which is as follows: $\hat{Y} = 11.886 + 0.989 X_1$

Table 13. Discipline Simple Regression Equation (X1)
against Cargo Handling (Y)
Coefficients

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.886	6.614		1.797	.083
	Discipline	.989	.226	.637	4.368	.000

a. Dependent Variable: Cargo Handling

Source: Data processed by researchers (2023)

The simple linear regression equation means that every increase of 1 unit of value in the variable X1 (Discipline) of 11,886 will lead to an increase in Y (cargo handling) of 0.989

Based on Table 14, the processing results using SPSS 20 can be obtained. The functional relationship between Employee Work Supervision (X2) and cargo handling variables (Y) is shown by a linear regression equation, which is as follows: $\hat{Y} = 26,593 + 0.268 X2$

Table 14. Simple Regression Equation Employee Work Supervision (X2)
Cargo Handling (Y)
Coefficients

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.593	6.080		4.374	.000
	Employee Work Supervision	.268	.115	.403	2.331	.027

a. Dependent Variable: Cargo Handling

Source: Data processed by researchers (2023)

The simple linear regression equation means that every increase of 1 unit of value in the variable X2 (Employee Work Handling) of 26,593 will lead an increase in Y (cargo handling) of 0.268

Obtained as in table 15. The results of processing using SPSS 20 can be obtained from the Functional relationship between Discipline variables (X1) and Employee Work Supervision (X2) with the variable Cargo Handling (Y) shown by the linear regression equation, which is as follows: $\hat{Y} = 12.088 + 1.178 X1 + -.108 X2$

Table 15. Multiple Linear Regression Analysis and coefficient T-test
Coefficients

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.088	6.675		1.811	.081
	Discipline	1.178	.343	.758	3.432	.002

	Employee Work Supervision	-.108	.147	-.163	-.736	.468
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a. Dependent Variable: Cargo Handling

Source: Data processed by researchers (2023)

The results of calculations using SPSS 20, the value of Discipline (X1) on Cargo Handling (Y) is 1.178, and the value of Employee Work Supervision (X2) on cargo handling (Y) is -0.108. It can be explained that the regression equation obtained is as follows: in the Discipline variable if employees are disciplined at work, the cargo handling process increases. Meanwhile, the Employee Work Supervision variable has the opposite direction, when employee work supervision increases, the cargo handling process decreases.

Hypothesis Test Results

In partial hypothesis testing (Test t), this study used a confidence level of 95% or 5% with the help of SPSS 20. The description below will explain the results of the t-test on the variables of Discipline (X1) and Employee Work Supervision (X2):

1. Effect of Discipline (X1) on Cargo Handling (Y)

H0 = There is no significant influence between Disciplines on Cargo Handling

Ha = There is a significant influence between disciplines on cargo handling.

based to Table 15, the t-test results shows that the Discipline variable (X1) has a significant t-value of 0.002. In conclusion H0 is rejected and Ha is accepted since the significance of t is lower than the 5% level significance ($0.002 < 0.05$). This shows there is a significant effect between Discipline and Cargo Handling at PT DHL Express in Balikpapan.

2. Effect of Employee Work Supervision (X2) on Cargo Handling (Y)

H0 = There is no significant influence between Employee Work Supervision and Cargo Handling.

Ha = There is a significant influence between Employee Work Supervision and Cargo Handling.

based on the result of t test in Table 15, the significant t value of Employee Work Supervision variable (X2) is 0.468, it is concluded that H0 is accepted and Ha is rejected because the significance of t is higher than 5% ($0.468 > 0.05$). This shows there is no significant effect of employee work supervision and cargo handling at PT DHL Express in Balikpapan.

Table 16 Test F
ANOVA^a

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76.662	2	38.331	9.654	.001b
	Residuals	107.204	27	3.971		
	Total	183.867	29			

a. Dependent Variable: Cargo Handling

b. Predictors: (Constant), Employee Work Supervision, Discipline

Source: Data processed by researchers (2023)

Ho = There is no significant influence between Discipline and Employee Work Supervision on Cargo Handling.

Ha = There is a significant influence between Employee Discipline and Work Supervision on Cargo Handling.

According on the results of F test in table 16. Then it can be known that $F_{\text{count}} 9.654 > F_{\text{table}} 3.32$ significant f value obtained by 0.001 then it can be concluded that H0 rejected Ha is accepted because the significance of F is lower than the significant value = 5% ($0.001 > 0.05$). This means there is a significant effect among discipline and supervision of employees at PT DHL Express in Balikpapan.

Conclusion

From the results of the discussion above, it can be concluded that:

1. Discipline has a positive and significant influence on cargo handling at PT DHL Express in Balikpapan.
2. There is negative and insignificant influence of employee work supervision on cargo handling at PT DHL Express in Balikpapan. The result of this study is insignificant because supervisors consider giving reprimand to employees who make mistakes is not important, so there is a decrease and impact on the cargo handling process at PT DHL Express in Balikpapan.
3. Simultaneous test result (f test), it is known that discipline and supervision variables have a significant influence on cargo handling. This can be seen in the value of F count (9.654) with a significant 0.001. So, it is proven that discipline and supervision variables jointly affect the handling of cargo at PT DHL Express in Balikpapan.

Implication

Based on the conclusions that have been made, the author tries to provide suggestions or implications as follows:

The quality of discipline at PT DHL Express in Balikpapan is still at the level of compliance or arguably the lowest level of discipline. There should be efforts to improve discipline quality at the identification level. Suggestions for leaders are expected to be role models and identification centers for employees in carrying out work discipline. The leadership of PT DHL Express in Balikpapan is expected to implement a better supervision system by monitoring employee performance regularly, which aims to reduce irregularities or mistakes made by employees in order to improve the quality of employee performance. Employees must understand the regulations and SOPs for handling cargo and know their responsibilities. Of course, they are accompanied by the leader's supervision to reduce problems in the cargo handling process.

Research limitations

In the implementation processes of this project, there are limitations that can impact the research, which are:

There are limitations in research on time, effort, and research capabilities. The ability of respondents who lack an understanding of the statements on the questionnaire and honesty in filling out the questionnaire can affect respondents' answers to the questionnaire submitted and affect the study results. Instrument testing, however, has been carried out by research procedures. This study only assessed the effect of several service quality factors on patient satisfaction

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