

CORRELATION BETWEEN COMMUNICATION AND ASSERTIVE BEHAVIOR WITH WORK DISCIPLINE AT PERUSAHAAN DAERAH PASAR JAYA JAKARTA

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ABSTRACT: *Some factors that influence work discipline are the effectiveness of superior-subordinate communication and assertiveness. High communication effectiveness depends on the expertise of superiors to communicate information to subordinates. Assertiveness also depends on the employee himself. The purpose of this study was to determine whether there is a relationship between the effectiveness of superior-subordinate communication and assertiveness with work discipline among PD.Pasar Jaya head office employees, Jakarta. Work discipline is an attitude and behavior that intends to obey all company regulations based on self-awareness to adjust to company regulations (A.F Helmi, 1996: 34). Assertiveness is assertiveness can be understood as an individual's right to determine his own behavior, thoughts and emotions and the responsibilities and consequences that Rakos takes (1991: 27). The effectiveness of superior-subordinate communication is an effective communication because the stimuli delivered and intended by superiors, are closely related to the stimuli that are captured and understood by subordinates (Tubbs & Moss, 2005: 22). The hypothesis in this study is Ha (1): "There is a relationship between the effectiveness of subordinate superiors communication with work discipline among PD.Pasar Jaya head office employees, Jakarta". Ha (2): "There is an assertiveness relationship with work discipline among PD.Pasar Jaya head office employees, Jakarta". Ha (3): "There is a relationship between the effectiveness of superior - subordinate communication and assertiveness with work discipline among PD Pasar Jaya head office employees, Jakarta". The population in this study amounted to 170 people, the number of samples was 95 people using simple random sampling method. The scale of work discipline was 48 items, the effectiveness of superior-subordinate communication was 40 items and the assertiveness was 52 items. From the results of trials for the scale of work discipline obtained 37 valid items with reliability 0.918 which means very reliable, the effectiveness scale of superior-subordinate communication items 35 with a reliability of 0.955 which means highly reliable, and on a valid item assertiveness scale 47 with a reliability of 0.966 which means very reliable. Based on the analysis of the first hypothesis data bivariate correlation coefficient (r) of 0.612 $P < 0.05$, then Ha (1) is accepted so that there is a relationship between the effectiveness of superior-*

subordinate communication with work discipline, the second hypothesis 0.493 $P < 0.05$, then H_a (2) accepted so that there is a relationship between assertiveness and work discipline. By using the multivariate technique multiple correlation coefficient (R) of 0.644 $P < 0.05$, H_a (3) is accepted so that there is a significant relationship between the effectiveness of subordinate superiors' communication and assertiveness with work discipline at PD headquarters employees. Pasar Jaya Jakarta. Based on the results of data analysis, it can be concluded that there is a correlation between the effectiveness of superior-subordinate communication and assertiveness with work discipline among PD.Pasar Jaya head office employees, Jakarta. Based on categorization, the effectiveness of superior-subordinate communication and sufficient assertiveness can affect work discipline.

KEYWORDS: correlation, communication, assertive behavior, work discipline perusahaan daerah, pasar jaya jakarta

Background

Humans in an organization are viewed as resources. That means the driver of an organization. The wheels of an organization are very dependent on human behavior in it. In the free market that began in 2003, quality people in work became a prerequisite that cannot be negotiated. This means that workers who are less skilled and less knowledgeable will be eliminated from the labor market, a qualified workforce that can win the job market.

A company needs labor to run the company. The company wants employees who are disciplined in their work, because employees are the executors to achieve the targets and carry out the assigned tasks. Without good employee discipline, it will be difficult for the company to achieve optimal results.

The company has rules and regulations aimed at achieving the organization, including entry times, rest periods, time to go home, uniforms used, other regulations that must be carried out by employees contained in the company's Law book. Regulations in the company are made so that employees work well, so that everything is organized and there is no chaos in the company. as expressed by MalayuHasibuan (2006: 194), that an employee is said to be disciplined if the employee always comes on time, does all his work properly, complies with all company regulations and social norms in force.

The regulation contains work procedures and signs that must be obeyed by each employee in carrying out his work. The company regulations contain rights and obligations to the company. With the existence of these regulations, it is expected that discipline in work can be enforced. Compliance with what has been set by company regulations is one form of work discipline. MalayuHasibuan (2006: 193) argues that basically good discipline reflects the magnitude of one's responsibility for the tasks assigned to him.

As expressed by PandjiAnaroga (2005: 46) Discipline is an attitude, an act to always obey the order. In a company, a way to create discipline with clear rules must also be clearly explained by duties and authority. So that it can be known by all company employees. Efficient can be interpreted as careful, not wasting time.

In its implementation, employee discipline does not escape the role of a leader, MalayuHasibuan (2005: 194) states that the level of employee discipline is influenced by several factors, namely goals and abilities, role models, remuneration, fairness, inherent supervision, penalty sanctions, firmness, and human relations. Then the work discipline other than influenced by factors within the individual (internal) is also influenced by factors from outside the individual (external). A leader is able to provide examples of good behavior and has a close relationship with his employees, disciplinary attitudes need to be improved in work are expected to motivate in the form of the nature and behavior of employees to improve company performance.

Factors from outside the individual do not escape from a company that has a boss who is able to give an example to employees to comply with regulations and work procedures that have been set by the company, so that discipline can be enforced properly. The effectiveness of communication carried out by superiors to subordinates (employees) will affect the running of a company.

It is clear that the effectiveness of the communication of subordinate superiors in a company is very important to achieve the agreed objectives. Like the opinion of PandjiAnaroga (2003: 127) good communication is the fabric of understanding between one party and the other, so that what is communicated can be understood, thought about and implemented.

Good communication is not only needed in the company, but in every field this good communication activity is an absolute requirement that must be considered. Although communication is an absolute requirement in the company, it does not mean that a good manager can carry out good communication. Vice versa. So you can imagine how the consequences for a company if there is no good communication.

In this case, including the type of communication vertically, namely communication conducted from top to bottom (downward communications) and from the bottom up (upward communications) communication from the leader to subordinates and from subordinates to superiors. Example in this vertical communication process leaders provide instructions, instructions, direction, information, explanations to subordinates. Instead the subordinates provide reports, ideas, and suggestions.

Communication within a company plays an important role so that the creation of corporate organizational goals is the central point of the boss's activities. Structurally the boss has the authority and responsibility for the task of communicating work information to subordinates. Communication carried out on the company aims to provide input, work information to subordinates.

In the company of communication carried out by subordinates to superiors concerning proposals, convey an idea and idea to increase a company's productivity. While communication conducted by superiors to subordinates is concerning the needs of employees in understanding the desired changes. A boss needs to communicate in the form of discussion from heart to heart (face to face).

In corporate organizations, assertiveness is very helpful in knowing the extent to which knowledge, skills, performance and the ability to understand other people are needed to improve the attitude of professionalism in understanding company activities. Assertiveness comes from the assert word which means asserting, honesty or the right expression of emotions.

According to Jacinta Rini in the e-psychology website (Jakarta, August 20, 2001) Asertivitas is an ability to communicate what is desired and thought to others but still maintain and respect the

feelings of others. Assertive behavior is expressing feelings seriously, maintaining the truth they have and rejecting unreasonable requests Rathus&Nevid (2001: 343).

Assertive individuals are those who are able to express feelings, truly defend the truth they have but still allow others to communicate their feelings, beliefs, and desires. According to Diana Cawood (2002: 12) assertive behavior is an expression that is direct, honest and in place from thoughts, feelings, needs or personal rights without unwarranted anxiety. Direct is behavior that does not spin. Not repackaging messages to manipulate others. honest, it means that everyone feels the same thing. In its place, namely taking into account the rights and feelings of others and oneself at the right place and time.

In this study, the author would like to discuss the work discipline of employees in a regional company in DKI Jakarta which is engaged in the management of traditional markets. This company has rules that must be obeyed by all employees. Employees are required to attend on time during the specified working hours, namely the time to enter 07.30 WIB, break at 12.00-13.00 WIB, then continue to work, then time to go home Monday to Thursday at 16.00 WIB, Friday at 16:30. Another rule is that dress is also mandatory, namely on Monday to Thursday the staff use green uniforms with black material pants, for the Board of Directors, Managers and Assistants to wear material free shirts with ties, on Friday all employees wear clothes Batik.

According to the Pasar Jaya Jakarta Regional Planning and Human Resources Assistant Mr. Robinson Sirait, the head office employee work discipline has shown an effort to attend and return on time, but it is undeniable that there are also employees who ignore company provisions and some other provisions relating to work discipline p. Such a phenomenon is a problem that needs to be addressed for the Pasar Jaya Regional Company Office in Jakarta. Employees who arrive at the office go directly to the thumbprint place as a sign of employee attendance. If there are employees who come more than the specified time, the thumbprint will be locked itself because the time has been set. even if there are late employees, it is permissible to enter but if the delay is up to three days the meal will be deducted so that the next day is not too late again.

Work discipline is very important to be enforced on the company, because with regulatory discipline can be adhered to by employees. Also with the attitude of work discipline can be done

as effectively and efficiently as possible. But if the discipline cannot be enforced, a predetermined job will be less effective and efficient.

The Pasar Jaya Regional Company has made company regulation number 245 of 2007 concerning staffing requirements that all employees must adhere to. Regarding the work discipline, the contents of which include: Paragraph 2: Disciplinary Penalties, ie if employees violate obligations and prohibitions can be subject to disciplinary sanctions. The level and type of disciplinary punishment are in Paragraph 3 article 47.

In this case Mr. Robinson Sirait argues that head office employees often hold formal and non-formal events to strengthen employee relations vertically and horizontally. Regular formal events are held but different locations are celebrating PD's birthday. Pasar Jaya on December 24, which was attended by all employees.

Problems that often occur within the company environment because the information conveyed by the boss is unclear so that the employee in carrying out the task is not right, this results in the goal being achieved is unsuccessful, so the head office employees meet once a week every Monday at a meeting attended by all Managers divisions along with the board of directors, to discuss the results achieved by the division and constraints. The area manager also holds a meeting if there is a problem to be discussed and about the income of each area. This is done so that among employees are fostered a better communication relationship, so that it can have a positive effect on the performance of all employees.

From this it is clear that the company does not set discipline unilaterally. Discipline is carried out by the company based on mutually agreed rules, and this has been done by the company and employees.

Communication of superiors' superiors is very helpful in creating dynamic working conditions, one of the reasons is because communication has exchanged messages. Like the opinion of Veithzal Rivai (2006: 444) which states that work discipline is a tool used by employers to communicate with employees to be willing to change behavior. Assertiveness is an ability to communicate what is desired, felt, and thought of to others but while maintaining and respecting the rights and feelings of others, assertive employees tend to be disciplined in their work.

Because individuals have the ability to hold interpersonal relationships especially to superiors, express feelings, ideas that are carried out spontaneously, honestly full of confidence, without violating the rights of others (Sumintardja 1995). Based on interviews with employees informed that one of the factors that support the creation of employee work discipline is the existence of communication and assertiveness, the writer wants to examine whether there is a relationship between the effectiveness of subordinate supervisor communication and work discipline in the employees of PD Pasar Jaya Jakarta headquarters.

Thus, from the description above it can be concluded that communication that takes place well starts from the existence of mutual understanding, to hold interpersonal relationships without violating the rights of others. If it all goes well, it can create work discipline in a company.

Formulation of Problems and Subjects

Formulation of Problems

From the description of the background of the problem, the problems in this study can be formulated as follows: "Is there a relationship between the effectiveness of superior-subordinate communication and assertiveness with work discipline on PD headquarters employees. Pasar Jaya Jakarta?"

Subject

Work Discipline

Work discipline is the willingness and ability to follow all applicable regulations in the workplace both written and unwritten which can be seen from the behavior, good deeds in work, so that the creation of regularity in the work environment can be obtained.

Effectiveness of subordinate superior communication

The effectiveness of the subordinate supervisor's communication is the delivery of information, giving direction, orders or instructions, reports, complaints that occur between superiors and subordinates.

Assertiveness

Assertiveness is the ability of individuals to hold interpersonal relationships and express feelings, desires, ideas, which are done spontaneously, directly, honestly, full of confidence without violating the rights of others expressed verbally or non-verbally.

Research Objectives

The purpose of this study was to find out the relationship between the effectiveness of the communication of superior subordinates of assertiveness and work discipline at the employees of the headquarters of the Pasar Jaya Regional Company in Jakarta.

Benefits of Research

Based on the objectives of the research above, it is expected that the research results can be useful as:

Theoretical benefits

Input to add insight, knowledge, understanding and development of psychology, especially those related to work discipline.

Practical Benefits

Can make a positive contribution to the company in creating superior supervisor communication and assertiveness to improve employee work discipline.

Systematics of Writing

Overall the author makes a systematic discussion of this thesis consists of five chapters, namely:

LITERATURE REVIEW

Work Discipline

1. Definition of Work Discipline

Employee discipline is something that is important for the company, because discipline will make the work done more effectively and efficiently. If every employee in the company can be disciplined to control themselves and comply with all applicable rules and norms, then the company's goals will be more easily achieved.

Work discipline is an effort to increase one's awareness and willingness to obey all company regulations and social norms that apply VeithzalRivai (2006: 444). The point is that employees

are expected to obey the rules and be aware of their duties and responsibilities so that the company's goals can be achieved properly.

Whereas Siswanto (2005: 291) provides a definition of work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to run it and not avoid receiving sanctions if he violates his duties and authority granted to him.

When discussing discipline, of course, you need to know what the meaning of the discipline is. In general, discipline is obedience to rules and order. According to Sondang P. Siagian (2001: 305) employee work discipline is a form of training that shapes knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees to improve their work performance.

Then discipline according to MalayuHasibuan (2006: 1993) The application of discipline in the life of the company is shown so that all employees in the company are willing to voluntarily obey and obey all rules and regulations that apply to the company without coercion. Work discipline is a rule that is worth obeying to behave in the workplace. Individuals who work in accordance with the rules will behave well and not make violations

Then discipline according to Malay S.P Hasibuan (2006: 193) is the awareness and willingness of someone to obey all applicable company regulations and social norms. Awareness here is the attitude of someone voluntarily obeying all rules and aware of their duties and responsibilities, while willingness is attitude, behavior and behavior of someone who is in accordance with company regulations, both written and not.

Discipline is also the most important function of human resource management and is a benchmark for knowing whether the function of other human resources as a whole has been implemented properly or not. Whereas Darmodihardjo (in SahlanAsnawi, 2002: 25) explains that discipline is a mental attitude that contains willingness to comply with all applicable rules, regulations and norms in fulfilling duties and responsibilities. It is not easy to cultivate discipline in individuals, this is because each individual has different personalities. Employee discipline

aims to achieve the goals or success of the company and also so that employees follow the various rules set by the company so that fraud can be prevented and ongoing violations can be avoided. If among employees understand the meaning of time management, enforcing discipline is not difficult to implement in a company.

Based on the above explanation according to the figures it can be concluded that work discipline is an attitude, behavior, action to increase one's awareness and willingness to comply with company regulations that have been determined both in writing and not and must accept sanctions if they violate applicable regulations.

Kinds of work discipline

Discipline is the most important thing in all organized group activities, in this case all group members must be able to control personal interests and good cooperation for the good of all. Without an orderly condition, the employee cannot work well and the work will not be completed properly. So from that discipline is very important for individuals in a company. There are three types of work discipline according to Keith Davis (2001: 129) suggesting the form of work discipline, namely:

a. Preventive Discipline

Preventive discipline is an effort to move employees to follow and comply with work guidelines, or rules that have been outlined by the company. The aim is to mobilize self-disciplined employees. With this preventive method, employees are expected to be able to maintain themselves against company regulations. The company leader has the responsibility of creating preventive discipline, employees must know, understand all the guidelines and regulations that exist in the company.

b. Corrective Discipline

Corrective discipline is an effort to move employees to unite a regulation by directing them to keep abiding by the rules that apply to the company. If there are employees who violate discipline, be warned. disciplinary action should be done positively, be educational and can correct itself. The goal is to improve activities in the future so that the applicable regulations are maintained and employees who break the rules learn from their mistakes.

c. Progressive Discipline

Companies can implement a progressive discipline policy which means that the repetition of violations is more severe. The aim is to provide opportunities for employees to improve themselves before being more seriously punished. Progressive discipline also gives the boss time to work with employees to correct mistakes that have been made.

From the explanation above, it can be concluded that the purpose of work discipline is to protect, anticipate and correct any violations committed by employees. Employees who have good discipline will be more efficient and effective. This helps in achieving company goals, on the contrary employees who do not have good discipline will harm and disrupt the course of the company so that the achievement of goals in the company will not be optimal.

3. Factors of Work Discipline

High discipline reflects the magnitude of one's sense of responsibility towards the tasks assigned to him, therefore good work discipline must be possessed by every employee. Grote (2000: 46) states that the three disciplinary categories that appear in the form of employee displays in the three categories of companies are:

a. Attendance

Attendance includes the arrival of employees to work, the timeliness of employees to come to the workplace every day with full working time as prescribed.

b. Action (Performance)

Employee actions at the company include quality, quantity, expenditure and time. As an example of achieving a working period, achieving goals and minimizing the use of office equipment and the best use of work time.

c. Conduct

Work behavior includes obedience to the rules set by the company. Among them are obeying the procedures for carrying out the work provided, obeying work safety regulations, and adhering to other companies.

Then added Cascio (1998: 534) says there are three factors of discipline, namely:

a. Presence

Attendance includes the arrival of employees on time to the workplace and the use of work time according to what has been set.

b. Act

Behavior displayed by employees in the workplace, in the context of interaction with the work environment that supports behavior that is in accordance with work procedures and company regulations.

c. Obedience to Regulations

Employees must comply with the regulations set by the company. Violations of regulations are considered as disciplinary actions

Efficient time utilization accompanied by responsibility in completing a job can have a good impact on the company's income.

Factors Affecting Work Discipline

Discipline as a matter that is very important for the company and employees. Discipline has several factors that can influence. Malayu S. P Hasibuan (2006: 194) suggests several factors that influence employee work discipline in an organization, including:

a. Purpose and Ability

Objectives and abilities influence the level of discipline of employees, the goals to be achieved must be clear and set ideally and quite challenging for the ability of employees. Means the goal (work) that is charged to the employee must be in accordance with the employee concerned, in order to work earnestly and discipline in doing it.

b. Leadership Example

The leader must set a good, disciplined, honest, fair and appropriate example of the action. With good leadership, the discipline of subordinates will also be good. If the leader's example is not good (lack of discipline) then the subordinates will be less disciplined.

c. Remuneration

Reward (salary and welfare) also influences employee discipline because it will provide satisfaction and love of employees to the company. If the love of employees is getting better at work, their discipline will be better too.

d. Justice

Justice which is used as the basis of wisdom in giving remuneration (recognition) or punishment will stimulate the creation of good employee discipline. So, justice must be applied well to every company.

e. Supervision attached

Supervision (Waskat) is a real and most effective action in realizing the discipline of company employees. With waskat means the boss must be active and directly oversee behavior, morals, attitudes, work passion, and lower work performance. Effective supervision stimulates employee discipline and morale, because employees will feel they get attention, guidance, guidance, direction, and supervision from their superiors.

f. Penalty sanctions

Penal sanctions play an important role in maintaining employee discipline. The severity or severity of punishment sanctions that will be applied also influences the good and bad discipline of employees. With increasingly severe penalties, employees will be increasingly afraid to violate company regulations, employee attitudes and disciplinary behavior will decrease.

g. Firmness

The assertiveness of the leader in taking action will affect employee discipline. The leader must be brave and firm, acting to punish every disciplinary employee with a sanction set.

h. Humanitarian Relations

Harmonious human relations among fellow employees contribute to good discipline in a company. Relationships that are vertical or horizontal should be harmonious. Then added according to A.F. Helmi (1996: 32) suggests two factors that can influence the nature of employee discipline, namely:

a. Personality Factors

An important factor in a person's personality is the system of values adopted. The value system in this case is directly related to discipline. Values that uphold the discipline taught or instilled by parents, teachers and the community will be used as a frame of reference for the application of workplace discipline.

b. Environmental factor

High work discipline is not just that but is a continuous learning process. The learning process is effective, the leader who is an agent of change must pay attention to the concept of being consistent, fair, positive and open. The concept of consistency means to treat and obey the rules continuously from time to time. The concept of fairness is to treat subordinates with no distinction, to be positive in this case is that every violation made must be searched for facts and proven first. An open concept is to instill discipline by communicating openly about what can be done and not to do, including sanctions and prizes if employees violate or obey regulations.

Based on the description according to the figures above, it can be concluded that work discipline is an attitude, behavior, action to increase one's awareness and willingness to comply with a predetermined company regulation.

Characteristics of Individuals with Work Discipline

Work discipline is very necessary for a company, because if there is no discipline, it will be difficult to implement a predetermined work program. according to GouzaliSaydam (1996: 286) the weakening of employee work discipline will be seen in a work atmosphere such as high absenteeism (absenteeism) of employees, often late employees enter the office or go home sooner than a predetermined hour, decreased enthusiasm and enthusiasm for work, growing sense of not satisfied, throwing responsibility at each other, finishing work that is slow because employees who prefer to chat than work, do not carry out the inherent supervision of superiors and frequent conflicts between employees and company leaders.

However, there are characteristics of employees who have work discipline, namely:

a) The high sense of care of employees towards achieving company goals.

Employees who have a sense of concern for achieving company goals because the employee is sure that with the existence of work discipline then work programs can be implemented to

achieve company goals. Confidence encourages these employees to work as well as possible for the interests of the company and this sense of caring makes employees follow the existing regulations.

b) The high enthusiasm and passion of work and the initiative of the employees in doing work.

Employees who have high work discipline have passion, work passion and initiative by looking for ideas or ways to implement and complete a job.

c) The amount of responsibility of the employees to carry out their duties as well as possible.

Employees who have work discipline will have a sense of responsibility by trying to always be in accordance with work procedures and self-introspection if they fail.

d) The development of a sense of belonging and a high sense of solidarity among employees.

Employees who have work discipline have a sense of belonging and a sense of solidarity with other employees, besides that employees also always strive to work together between coworkers so that there will not be a mutual drop or conflict between employees.

e) Increased efficiency and work productivity of employees.

Employees who have a work discipline will influence work or productivity problems because employees will certainly contribute to the company and work without thinking about the benefits they get.

Based on the above explanation about the characteristics of work discipline, it can be concluded that the main factors of work discipline are the presence, actions, and behavior of employees when working in accordance with the rules and procedures applicable to the company.

Implementation of Sanctions for Work Discipline

According to Anwar Prabu (2001: 131) explains the implementation of sanctions on violations of work discipline by giving a warning, must be immediate, consistent and impersonal.

a. Warning

Employees who violate work discipline need to be given the first, second and third warning letters. The purpose of giving a warning is so that the employee concerned is aware of the violation he has committed. Besides that, the warning letter can be taken into consideration in giving an evaluation of employee conditions.

b. Provision of Sanctions Must Be Immediate

Employees who violate discipline must be immediately sanctioned in accordance with applicable company regulations. The goal, so that the employees concerned understand the violation

sanctions that apply in the company. Failure to impose sanctions will weaken existing discipline. In addition, it gives the opportunity for violators to ignore company discipline

c. The award of sanctions must be consistent

Giving sanctions to undisciplined employees must be consistent. This aims to make employees aware and respect the rules that apply to the company.

The inconsistency in giving sanctions can result in employees feeling the existence of employee discrimination, light sanctions, and disciplinary neglect

d. Granting Sanctions Must Be Impersonal

Provision of sanctions for disciplinary violations must not discriminate between employees, young and old, men and women remain in the same manner in accordance with applicable regulations. The goal is for employees to realize that work discipline applies to all employees with violations sanctions that are in accordance with applicable regulations in the company.

According to GouzaliSaydam (1996: 306) explained that disciplinary punishment is often abbreviated as HUKDIS, is a sentence imposed on employees who have clearly violated disciplinary rules.

Then the Pasar Jaya Regional Company has made company regulation number 245 of 2007 concerning staffing provisions that all employees must adhere to. Regarding the work discipline, the contents of which include: Paragraph 2 Disciplinary Penalties, namely that every employee who violates obligations and prohibitions can be subject to disciplinary sanctions. The level and type of disciplinary punishment are in Paragraph 3 article 47.

1) The level of disciplinary punishment consists of:

a. Light disciplinary penalties consist of:

(1) Oral reprimand

(2) Written warning in the form of warnings 1, 2, and 3

(3) Statement not satisfied in writing

b. Moderate disciplinary penalties consist of:

(1) Written warning in the form of warnings 1, 2, and 3

(2) Postponement of periodic salary increases no later than 1 (one) year

(3) Decrease in salary of one increase, periodic salary for a maximum of 1 (one) year; and

(4) Postponement of promotion for the longest 1 (one) year.

c. Severe disciplinary punishment consists of:

- (1) Written warning in the form of warnings 1, 2, and 3
- (2) Decrease in a lower level for a maximum of 1 (one) year
- (3) Exemption from office
- (4) Dismissal is not at your own request; and
- (5) Dismissal.

7.The Purpose of Discipline Development

The purpose of fostering work discipline within a company is to facilitate the achievement of the objectives of the company, with the similarity of movements of its employees.

GouzaliSaydam (2000: 285) states that the application of discipline in the life of the company is shown so that all employees in the company are willing to voluntarily obey, obey all applicable rules and regulations in the company without coercion. Complying with regulations means giving positive support to the company in implementing the program that has been set, so that it will facilitate the achievement of company goals. then according to Dessler (1998: 275) states that the purpose of discipline is to encourage employees to behave wisely defined as obeying rules and decisions. With the establishment of disciplinary regulations, each employee who works in the organization will work in accordance with organizational standards, employees who work orderly and regularly will be more productive, effective and efficient in developing the organization.

Based on the description according to the figures above, it can be concluded that work discipline is an attitude, behavior, deed to determine one's awareness and willingness to comply with company rules that have been determined.

Effectiveness of Subordinate Superior Communication

Understanding the Effectiveness of Subordinate Superior Communication

Communication is the process of delivering meaningful feeling information from the sender of the news to the recipient of the news in oral, written or non verbal form. One way that communication in a company can run smoothly is by two-way communication. In the relationship of subordinate superiors, communication disruption is very detrimental to work efficiency. Therefore, by using a two-way communication system many benefits can be taken.

Wexley and Yuki (2003: 70) state that communication is a vital process in an organization because communication is needed for leadership effectiveness, planning, control, coordination, training, conflict management, and other organizational processes. This is in line with the opinion of Robbins (2006: 392) who said that communication performs four main functions within a group or organization: control, motivation, disclosure, emotions, and information. According to PandjiAnaroga (2001: 144) communication is a two-way communication that is reciprocal. Message delivery is also the recipient of the message. In this communication both parties will take turns conveying and receiving messages. Unlike one-way communication, one party only accepts it and the other party keeps giving messages. Two-way communication has many benefits for subordinates. Opened the opportunity to contribute a suggestion will give its own decision, this psychologically can meet their needs, namely recognition of himself.

Then according to KartiniKartono (1994: 212) Communication is the flow of information and emotions that take place vertically (top down) or horizontally. Or it can also be interpreted the capacity of individuals or groups to convey feelings, thoughts and desires to other individuals and groups. Another opinion from MiftahToha (1990: 163) communication is a process of delivering and receiving news or information from one person to another person. This means that communication is the delivery of messages from one party to another, the delivery of messages can be directly or indirectly.

Therefore, harmonious interaction is needed between the employees of a company in the relationship between superiors and subordinates and employees, so that superiors communicate vertically, that is, communications made by directors to subordinates and also those made by subordinates to directors. vertical communication is the boss gives instructions, instructions and direction, motivation. Subordinates provide reports, opinions, suggestions, complaints to superiors. Communication from the top down and vice versa contains a delivery of the same intention that is preaching, offering, then solving.

From the description above it can be concluded that the communication of subordinate superiors is a two-way communication between superiors and subordinates reciprocally which can lead to joint feedback. This communication can be achieved if the effectiveness of communication occurs within the company, so the creation of cooperation between employees.

Communication Process

The communication process is a process of delivering messages from the sender to the recipient. The communication process is the steps between one source and the recipient which results in the transfer and understanding of meaning. The communication process according to Robbins (2001: 6).

The communication process begins when the source of communication or sender develops ideas, information or messages to be conveyed. Then the sender encodes his ideas into words, parts or other symbols that deserve to be conveyed. Here the sender determines how to deliver the message so that the words can be understood well by the recipient. This message is then transferred through media such as telephone, letter, pamphlet or fax. Furthermore, at the coding stage, the recipient of the message receives and translates the message received so that it is quickly understood. After the message is received by the recipient of the message recipient, then feedback is made on the message received. Feedback determines whether the message has been understood by the recipient.

In other words, this communication process consists of several parts:

- a. Communication source, functions to initiate a message.
- b. Coding

In communication, coding serves to change a communication message into a symbolic form. In coding there are also four conditions that affect coded messages, including: skills, attitudes, knowledge and socio-cultural systems.

c. Message

The message is a physical product of what is actually communicated. A person's message is influenced by the code or group of symbols used to transfer meaning, the contents of the message itself and the decisions that will be taken in selecting and managing the code and content.

d. Coding

Encoding is a translator of a sender's communication message before it is understood by the recipient. Knowledge, attitudes, and cultural background of a person not only affect one's ability to send.

In developing effective communication, the possibility of experiencing several obstacles, namely physical barriers in the form of noise around him, many interruptions when communication occurs, quiet voice, the distance between the communicant and the communicator is too far away. Personal barriers such as not being able to process ideas into messages, there is a hidden purpose of the messenger, trying to cover up weaknesses, there is a defense mechanism against the messenger. Semantic barriers occur because of language that is not mutually understood, unclear speech.

The Effectiveness Factors of Subordinate Superior Communication

According to De Vito (1996: 259) states that there are five factors in effective communication including:

a. Openness

The quality of openness from communication consists of at least three aspects of communication. First, effective communicators must be open to people they interact with. Second, it refers to the willingness of the communicator to react honestly to the stimulus that comes. People who are silent, uncritical, and unresponsive, are generally drab communicators. There is nothing worse than ignorance, even incompatibility is far more pleasant. Individuals show openness by reacting spontaneously to others. the third concerns the "ownership" of feelings and thoughts. Open in this sense is to acknowledge that the feelings and thoughts that we make are ours and are responsible for them.

b. Empathy (empathy)

One's ability to know what is happening to other people at any given moment from the other person's point of view through the eyes of others, for example feeling something like the person who experienced it. Empathic people are able to motivate to understand the motivations and experiences of others, their feelings and attitudes as well as their hopes and desires for the future. The first step in achieving empathy is to resist the temptation to evaluate, evaluate, interpret and criticize. The second step, that is, the more you know someone, their desires, their experiences, their abilities, their fears, they are able to see what they see, and feel what they feel. The third step is trying to feel what is being felt by others from his perspective

c. Support (Supportiveness)

An attitude of support for one another that is carried out openly and empathically will be achieved effective communication. Support is both spoken and unspoken. Unspoken support has positive values, such as head nods, smiles, winks or applause. Spoken support, such as giving praise, giving encouragement.

d. Positive attitude

Communication will succeed if there is positive attention to the individual self. If some individuals have negative feelings towards themselves, conveying these feelings to other individuals will also develop negative feelings. Conversely, if individuals have positive feelings about themselves desiring to convey these feelings to other individuals, then other individuals will respond and pay attention to positive feelings as well. This condition will make other individuals feel better and have the courage to participate more at every opportunity. Something that hurts is when communicating with other individuals who do not provide a pleasant response to the situation being discussed.

e. Equality

Communication will be more effective if individuals who communicate in an atmosphere of similarity. There should be an unspoken recognition that the two communicating parties are respected and respected as human beings who have something important to contribute to each other. The characteristic of similarity in communication can also be seen from its position between the speaker and the listener. Difficult and ineffective in communication if there is a situation the speaker is talking all the time anyway. Efforts should be made to achieve common ground between speakers and listeners. There is indeed a position that individuals as speakers and others as listeners in communication, but that does not mean that the speaker must dominate all the time available. In addition, various positions in this world create arrogance in communication. For example a company director is reluctant to talk to his subordinates.

Then according to Wexley and Yuki (2003: 71) outlines several factors that can be used as an indication of success in carrying out communication, namely:

a. Attention

Does the message delivered receive good attention from the recipient, if the message delivered is ignored by the recipient then the communication process will fail.

b. Message Understanding

If the recipient does not understand the message delivered, it is not possible to succeed in the communication process.

c. Willingness to receive messages from the messenger

Is the recipient of the message willing to accept what is the message of the message giver.

So it can be concluded, that communication must be considered well, because in addition to being a liaison between the sender and recipient of information can also see how far the response from the recipient of information is in accordance with what is expected or not by the sender of the news. Decisions in terms of control and supervision, the movement of subordinates, expressing one's feelings and conveying information to those who need the information.

Organizational Communication

Organizational communication for employees will be realized harmonious relations between superiors and subordinates, between employees and their environment. According to Pandji (2003: 127) communication is a very important field in organizational management. To achieve a goal through other people, a boss must be able to communicate effectively with his subordinates. With the course of communication in an organization between leaders and subordinates it is expected that in the company between superiors and subordinates can lead to a productive work spirit in an effort to achieve goals.

Then according to Wexly and Yuki (2003: 70) in addition to the delivery of information between two or more people, communication also includes the exchange of information between humans and machines, where the purpose of the communication is to provide information about a set of information to influence attitudes and behavior and to provide psychology support for information recipients. In other words, a person will be able to change the attitudes, opinions or behavior of others if the communication is indeed communicative.

According to Muhammad Arni (2000: 17), 5 elements in communication are:

A. The sender of the message, is the individual or person who sent the message. Therefore, before the sender sends the message, the sender must first create the message to be sent. Creating a message is determining the meaning of what will be sent then encoding / encoding the meaning into a message. After that, it will be sent via the channel. The communicant or recipient of the message is the person who receives the message or communicate conveyed by the communicator

B. Message is information that will be sent to the recipient. This message can be verbal or non verbal. Verbal messages can be in writing such as letters, books, magazines, while verbal messages can be in the form of face-to-face conversations, conversations by telephone, radio and so on. Non-verbal messages can be in the form of gestures, body movements, facial expressions, and tone of voice. , is a symbol conveyed by the communicator can be effective if both parties who communicate understand the symbols used.

C. Message channel is the path the message from the sender to the recipient is. The usual channel in communication is the light and sound waves that we can see and hear. Besides that, we can also receive messages through the sense of smell, taste and sense.

D. The recipient of the message is the one who analyzes and interprets the contents of the message it receives.

E. Feedback is the response to the message received, sent to the sender of the message. By giving this reaction to the sender, the sender will be able to know whether the message sent is interpreted the same as what the sender intended. Often the response given is not as expected by the sender because the recipient of the message is not quite right in interpreting the message. This is caused by the factors within the recipient that influence the delivery of the meaning of the message.

Communication that is established in this work environment should be reciprocal from subordinate superiors and vice versa from the bottom up, or commonly referred to as subordinate supervisor communication. Because it can be said that 80% of the working time for low-level to middle-level leaders is used to communicate.

Assertiveness

1. Understanding Asertivitas

Humans as social creatures are always in contact with other people around them. Assertive behavior is carried out significantly to identify and develop positive work attitudes in company activities. To achieve a good and effective communication relationship between subordinates and provide individual satisfaction, so that individual work discipline can be created. This form of behavior is known as assertive behavior.

Assertive comes from the word assert (conscious) which means to express a positive attitude that is, to be frank or strict Fensterheim (Retnaningsih 1998: 55). Assertive as the role of communication is a factor that also influences someone in taking an action or decision. In other words it can be said assertive is an attitude to uphold independence, make individuals feel responsible, consequently to be able to carry out their own decisions. Assertive behavior is a behavior that is full of assertiveness arising from the emotional freedom of every effort to defend their rights, and the existence of effective supportive conditions such as knowing personal rights, doing something to be able to get those rights as an effort to achieve Fensterheim's emotional freedom (1995: 24).

On the other hand Lloyd (1998: 56) states that one's assertiveness will indirectly make other people feel demanded not to undermine or appreciate their existence. Means, by being assertive someone sees his needs and rights the same as others. Assertive people will not neglect their rights and will not let others violate their rights. Therefore it can be said that behavior that reflects one's self-confidence, and communicates the impression of respect to oneself and others. According to Diana Cawood (1997: 13) assertive behavior consists of two principles, namely: the principle of giving which means assertive behavior is an expression that is direct, honest, and in place, from thoughts, feelings, needs or personal rights without reasonable anxiety. And the second principle is accepting that is interactive assertive behavior that is the ability to accept what is said or felt by the other person without reacting by ways of denying the rights of others to the thoughts and feelings of the other person.

While Wolpe (Psychotherapy 1992: 95), a behavioral therapy figure, argues that assertive behavior is an expression of various emotions besides anxiety appropriately directed at others, then put forward by Rimm and Master (Psychotherapy, 1992: 95) that assertive behavior is interpersonal behavior which contains honest and relatively direct expression of thoughts and feelings carried out by considering the fairness, feelings and welfare of other parties concerned. Elmira Sumintardja (SumbodoPrabowo, 2000: 12) argues that assertive behavior is behavior that displays the courage to honestly and openly state needs, feelings and thoughts as they are, without hurting others.

According to Rich & Shroeder (Psychotherapy 1992) assertive behavior is an expressive skill consisting of verbal and non-verbal response components that are shown in situations of interpersonal relationships and contain risks in the form of negative reactions from others who receive them. The risk is clearly there because many people who do not like it if you are not happy expressed directly and honestly.

From the various meanings above it can be concluded that assertiveness is the ability to express feelings, defend personal rights, protect the feelings and rights of others and be able to show thoughts or actions that are considered to produce beneficial results for individuals but not harm others.

Characteristics of assertive behavior

In an assertive private company helps to know the extent of one's ability to establish communication between employees and leaders, knowledge, skills, obey the rules set as obligations and the ability to understand others who are needed in company activities and can improve the attitude of individual professionalism at work.

According to Elyana (NilvaDesriani 2001: 9) the characteristics of assertive behavior that is able to express feelings, desires and opinions both positive and negative. able to communicate directly, honestly and openly to all people both known and unknown. Act in an honorable way and always accept your own limitations. Can control themselves and respond to the things they like naturally, free and fun. Having an active view and orientation about life and work so that they always try to realize their desires. Able to make conversations that are varied and successful, and show positive nonverbal posture and language in accordance with situations and conditions.

According to Diana Cawood (1997: 18) assertive individuals are individuals who are able to accept the thoughts and feelings of others by using effective verbal disclosure skills. (For example, expressing feelings and fluency) and non-verbal (for example, eye contact body language).

Then Lazarus added (Psychotherapy 1992: 95) that an assertive person has the ability to say "no", ask for help or submit a request, the ability to take initiative, take action or stop behavior in

interactions with others. Assertive individuals are able to assert firmly, are able to express feelings naturally, and can show thoughts, feelings and actions that benefit the individual but do not harm others in interpersonal relationships, the ability to assess and predict the risks that may arise from other parties.

From the various meanings above it can be concluded that assertive personal traits are able to express feelings, desires, and opinions. Acting honorably, being able to control oneself and respond to things they like are reasonable, free and fun. Having self-confidence, being able to accept the thoughts and feelings of others by using verbal and non-verbal skills effectively. Have the ability to say "no" to ask for help, give and receive praise, maintain personal opinion.

According to Fensterheim (1995: 14) an assertive person has the following characteristics:

- a. Feel free to express yourself through words and actions able to issue the statement "this is me, this is what I feel, I think and I want".
- b. Can communicate with other people at all levels both known people, friends and family, always open directly, honestly and as they should.
- c. Have an active view of life, pursue what you want and try to get it.
- d. Acting in a way that he respects himself, realizing that he cannot always win, he accepts his limitations, but he always tries to achieve something with the best effort.

Then added Bower & Bower (in Zulkaida, 2004) revealed that someone behaving assertively must have the ability as below:

- 1) Spontaneously express interests or likes. If possible use phrases like "I think ..." or "I think ...".
- 2) Speak loudly, not stammer and in a firm voice that is easily heard, when expressing his opinion.
- 3) Talk about things as needed, and not monopolize conversations with others.
- 4) Smiling kindly, looking directly into the eyes of the other person and talking in a pleasant tone, when conversing with others.

- 5) Receive compliments given by other people well (for example: say thank you).
- 6) Able to express feelings, both pleasant and unpleasant in a way that is honest and does not hurt others.
- 7) Expressing disapproval in a way that does not offend others.
- 8) Asking someone to repeat more clearly, if the person gives an order, instructions or explanation that is spinning / confusing him.
- 9) Asking reasons for something that seems unreasonable or unpleasant.
- 10) Able to refuse without feeling afraid and anxious about things that he thinks are negative or do not suit him.
- 11) Respond to things that do not respect their rights.
- 12) Make a complaint without having to be explosive.
- 13) Being able to distinguish which things need to be responded to, and which things that should not need to be responded to. For things that according to him do not require a response, he is able to reject or express his disapproval.

Then Fensterheim (1995: 14) added that an assertive person can have 4 (four) characteristics including:

- a) Can communicate from other people from all the actions of both strangers, friends and family, always open directly, honestly as they should.
- b) Have an active view of life, pursue what they want and try to get it.
- c) Feel free to express yourself through words and actions capable of issuing the statement "this is me, this is what I feel, I think and I want.
- d) Acting in a way that he respects himself, realizing that he cannot always win, so he accepts his limitations, but he always tries to achieve something with the best effort.

Aspects of assertiveness

According to Diana Cawood

First is the ability to express feelings, which includes expressing feelings, desires, needs, and opinions both positive and negative. Remain comfortable and confident without hurting others. able to communicate directly, honestly and openly to all people both known and unknown. Act in an honorable way and always accept self-limitations, have an active view and orientation about life and work so that they always manifest their desires. Being able to make varied

conversations. The ability to say "no" to things that are not desirable, asking for help. Expressing displeasure and anger.

The second aspect is to defend personal rights, that is, not to ignore their rights but to defend their rights and not let others violate their personal rights. The ability to defend personal rights without reasonable anxiety and still respect others, the right to express opinions, submit requests, reject requests and can be assertive.

The third aspect is to protect the feelings and rights of others which includes the ability to accept what the other person is saying or feeling without reacting by ways of denying the rights of others to the thoughts and feelings of the other person. Do not underestimate other people and respect their existence. Communicating the impression of respect to others, seeing his rights the same as others, being able to accept the thoughts and feelings of others by using verbal and non verbal expressing skills, giving and receiving praise.

The last aspect is showing thoughts and actions that are beneficial but not detrimental to others by expressing thoughts honestly and relatively directly which are carried out by taking into account the reasonable feelings and welfare of the other parties concerned. Respect others, as well as being able to control oneself and respond to things they like in a natural, free and enjoyable way. Demonstrate positive verbal and non-verbal language and appropriate to the situation and conditions.

Purpose of Assertive Behavior

The purpose of assertive skills supports the company's goals to build a team that works effectively. According to Diana Cawood (1997: 21) assertive goals support the goals of building a team that works together effectively. There are two objectives, namely:

a. Maintain a smooth communication process

Using assertive skills aims to keep dialogue open, provide new information and honest thoughts and feelings flow back and forth.

b. Build mutual respect

Respect is the key to quality input for others and yourself. Building mutual respect develops self-esteem for both parties.

Assertive behavior has two objectives, namely: maintaining a smooth communication process and building mutual respect.

1. Means

Diana Cawood (1997: 25) says that assertive skills do not depend on words. Although verbal messages are important, research on communication shows that words actually represent 10 percent of all messages.

Non-verbal communication reveals messages about things like:

- a. Status is whether you feel dominant or like to succumb in relationships with other people you talk to
- b. Feelings like that is how far you like or dislike others
- c. The response rate is the amount of reaction that is generated by others within you

How to channel assertive behavior according to Diana Cawood (1997: 27) through verbal and non verbal behavior. Verbal behavior for example through expressing feelings and fluency in speech while non-verbal behavior through facial expressions and body expressions.

Furthermore, Alberti&Emons (1995) added that an assertive person feels free to express himself, can communicate with a variety of people directly, directly and precisely, has an active orientation towards life, acts in a way that is valued in stressful situations and produces behavior effective interpersonal behavior.

Then, Alberti& Emmons also mentioned the ten key points in assertive behavior. These ten key points are aspects that exist in every assertive behavior that is raised by someone. The ten key points are: Self-disclosure, respect for others, honest, direct, not discriminating, beneficial to all parties, verbal, including the contents of the message (feelings, rights, facts, opinions, opinions and requests), non-verbal , including style and messages (eye contact, voice, posture, facial expressions, distance, time, fluency and listening), not a universal, responsible, learned, not something carried from birth.

Furthermore, Alberti&Emons (1995) add that an assertive person feels free to express himself, can communicate with a variety of people openly, directly and precisely, has an active orientation towards life, acts in a way that is valued in stressful and productive situations effective interpersonal behavior.

So the characteristics of assertive personal behavior are individuals feel free to express themselves through words or actions can communicate with others and have an active view of life, accepting their limitations but always trying their best.

Results of Assertive Behavior

Assertive behavior impacts both in the lives of individuals, if individuals do it and develop it in everyday life. Because this assertive behavior can be learned and developed. According to Diana Cawood (1997: 26) the results of assertive behavior are:

1. Real impact

The impact of assertive behavior is very real with regard to real thoughts, real feelings and real needs to solve problems. Focusing on the present, the present process and not constrained by past concerns or not intimidated by future concerns

2. Increased confidence

Every individual has a choice in upholding his rights. Thoughts and feelings increase self-esteem and level of self-confidence. Individuals minimize the need for approval from others. thus vulnerability and insecurity are reduced so that they become more creative and more open to risk taking

3. Enriched relationships

Assertive behavior builds a foundation of mutual trust and mutual respect with coworkers. Trust is based in part on the experience of working together on the ability to manage conflict. Assertive skills contribute greatly to both of these, so that individuals have the courage to act and the competence to initiate activities, to overcome the difficulties of others.

Factors That Affect Assertiveness

Someone will not become assertive by itself. This means that there are certain factors that influence the formation of assertive behavior in these individuals. The influencing factors are:

1. Parenting Parents

There are three types of parenting parents, namely authoritarian parenting, democratic parenting and permissive parenting JakaSantosa (1999: 86). Authoritarian parenting is where parents educate children hard, full of rules, restrictions that in principle limit the child's life space.

Democratic parenting is where parents will care for children lovingly but not by spoiling it. Even in some cases authoritarian patterns must be applied. Because, although it seems that authoritarian parenting is applied, but giving a logical reason will teach children that everything has causes and limits or positive norms that should not be violated. Permissive parenting is where parents educate children without boundaries or rules that are binding, even seem free. Parents will allow all the wishes of children without the existence of certain requirements or demands.

2. Culture

Rakos (1999: 87) views culture as having a large role in educating assertive behavior. Usually this relates to existing norms. For example the treatment of parents of girls and in the community environment for adult men are required to be more thoughtful and responsible.

3. Age

Buhrmester (1999: 87) argues that age is one of the factors that also determines the emergence of assertive behavior. Cognitive structure that is not yet possible to be able to express what is desired with good verbal language and clear.

4. Gender

Women in general are more difficult to be assertive such as the expression of feelings and thoughts compared to men. Rakos (1999: 88) says that men are more assertive than women because of the demands of society that make men more independent and competent while women are generally passive and dependent. Sarumpaet (1999: 88) also states that a woman is usually more shy than a man, does not confront, does not like to be frank when there is a problem, surrenders to fate and is easy to forgive.

Nevertheless, the difference between male and female assertiveness is not something that is constant. The influence of globalization that has an influence on local norms and the awareness of gender equality makes women now tend to have an independent, confident, rational and assertive nature.

5. Strategy Coping

A form of self-adjustment that involves the elements of cognition and affection from someone in order to overcome a problem that comes to him. According to MasongJakaSantosa (1999: 88) the coping strategy used can affect the high level of assertiveness.

So the factors that influence the formation of assertive behavior in individuals are parenting, culture, age, gender, and coping strategies.

THEORETICAL FRAMEWORK RELATIONSHIP BETWEEN SUBORDINATE SUPERIOR AND ASSERTIVENESS COMMUNICATION WITH WORK DISCIPLINE

A company will achieve success if it is supported by company employees both superiors and subordinates in creating a comfortable working atmosphere, between superiors and subordinates so that employee work discipline becomes high and the results are optimal.

The communication process of subordinate superiors can occur well if both parties respond to each other. So that communication can run effectively and can foster mutual understanding and believe that the information provided can be useful for both parties. This communication will be very useful in increasing efforts to improve work discipline.

In the implementation of discipline in work does not escape from the role of a boss as a leader in a company, MalayuHasibuan (2005: 194) states that the level of employee discipline is influenced by several factors including goals and abilities and leader's example, inherent supervision, sanctions, penalties, firmness and human relations. Then added, according to VeithzalRivai (2003: 444) Discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all applicable regulations. Therefore it can communicate to subordinates the purpose and objectives of the company towards work discipline to increase employee productivity.

The work done to increase the productivity of a company is recognized as requiring reliable human resources. However, if this is not supported by a good working relationship between individuals working in the organization, there will be obstacles to achieving the desired results.

Being assertive means being able to express yourself clearly and positively. Assertiveness is related to self-confidence that has a positive attitude toward one another and others. Assertive individuals can express themselves clearly and communicate with others effectively. Assertive behavior will make people faced respond positively and show attitudes as expected Tebbs, et al (1988: 44). Assertive individuals are more motivated and have involvement with their work so that they will be more creative and productive in many situations.

Then, Rakos (1991) assertiveness can be understood as an individual's right to determine his own behavior, thoughts and emotions and the responsibilities and consequences that he takes. Alberti & Emmons also mentioned the existence of key points in assertive behavior. These key points are aspects that must be present in every assertive behavior that is raised by someone. The key points are: self-disclosure, respect for others, honest, direct, not discriminating, beneficial to all parties, verbal, including the contents of the message (feelings, rights, opinions, requests and restrictions), nonverbal including style and message (eye contact, facial expression, listening), responsible.

Therefore the leader's task must carry out communication so that they remain enthusiastic at work and always have positive behavior in carrying out the tasks. In order for work discipline to be maintained, superiors need to provide work motivation to employees in order to work better. The participation of superiors in motivating employees in addition to knowing the ins and outs of the motives contained in the individual subordinates or how to govern, reprimand or communicate with their subordinates, assertive behavior is needed.

Their assertive employees tend to have a passion for disciplined work, this is in line with the opinion of Lazarus (1991: 95) which states assertive behavior is the ability to say no, ask for help or submit requests, the ability to express positive and negative feelings, the ability to make decisions, continue action or stop behavior in interactions with other people.

From the above opinion, it is known that the work discipline of employees is inseparable from the support of superiors and subordinate communication roles as well as assertive behavior in group situations that encourage responsibility for achieving the company's progress.

E. Hypothesis

Based on the literature review described, the hypotheses tested are as follows:

1. Ho (Zero Hypothesis):

- There is no relationship between the effectiveness of subordinate supervisor communication and assertiveness with work discipline among PD Pasar Jaya Jakarta headquarters employees.

2. Ha (Alternative Hypothesis):

Ha1: "There is a relationship between the effectiveness of subordinate supervisor communication and assertiveness in PD Pasar Jaya Jakarta headquarters employees".

Ha2: "There is a relationship between the effectiveness of subordinate superiors communication with work discipline among PD Pasar Jaya Jakarta headquarters employees".

Ha3: "There is a relationship between assertiveness and work discipline among PD Pasar Jaya Jakarta headquarters employees."

RESEARCH METHODOLOGY

A. Identification of Research Variables

This study consists of two variables, namely independent variables and dependent variables. The independent variable is the influencing variable while the dependent variable is the affected.

1. Independent variables (Independent variables): The effectiveness of subordinate supervisor communication and assertiveness

2. Dependent Variable: Work Discipline

B. Operational Definitions

The operational definition attaches meaning to a construct or variable by defining the activities or actions that need to measure that variable. Kerlinger (2004: 51). Based on the concepts of the theory above, the authors formulate an operational definition which is an operational understanding of the variables used in research, namely:

1. Communication Effectiveness of subordinate superiors

The effectiveness of subordinate superiors communication is the delivery of information, in the form of directives, orders or instructions, warnings, reports, opinions and complaints that occur between the supervisor and subordinates. In this case, it will be measured using the effectiveness scale of subordinate superiors communication consisting of five factors namely openness, empathy, supportive behavior, positive attitude, and equality.

2. Assertiveness

Assertiveness is the ability of individuals to hold interpersonal relationships and express feelings, desires, ideas, which are carried out spontaneously, directly, honestly, confidently without violating the rights of others expressed verbally or non verbally. Operated through an assertive scale score consisting of aspects of expressing feelings, maintaining personal rights, protecting the feelings and rights of others, and not harming others.

3. Work Discipline

Work discipline is the willingness and ability to follow all applicable regulations in the workplace both written and oral that can be seen from the embodiment of attitudes, behavior and good deeds at work. Discipline scale is measured based on factors of work discipline, namely attendance, employee performance, conduct.

C. Population and Sampling Techniques

1. Population

According to Sugiyono (2003: 55) population is a generalization area that consists of objects / subjects that have a certain quantity determined by the researcher to be studied and then conclusions drawn. Population is limited as the number of residents or individuals who have at least one common characteristic. The population that will be used in the study are PD headquarters office employees. Pasar Jaya Jakarta, the number of employees is 170 people.

2. Sampling technique

SutrisnoHadi (2000: 70) states that the sample is a portion of the individuals investigated taken from the population or it can also be said that the sample is part of the population. The technique used is Random Sampling. This technique was chosen so as to provide equal opportunities for

each element (employee) of the population to be selected as sample members. Said to be simple because the sampling of all members of the population is done randomly without regard to strata in the population and in accordance with Sugiyono's research objectives (2003: 56).

In this study the sample used is based on the provisions of Morgan tables, then with a total of 170 employees, a sample of 113 employees is needed. how to determine the size of subsamples by using the following formula Sugiyono (1994: 64):

$$\frac{n}{N} \times S$$

Information :

n: Number of individuals in the population

N: Total population

S: Number of samples

The random sampling is done while the employee is resting. For the trial, the authors used 30 employees drawn from the rest of the population after 113 employees were first taken for the research sample adjusted to the Morgan table.

D. Data Collection Methods

Data collection method used in this study is a method of revealing research variables using a scale. According to SaifudinAzwar (2003: 4) the characteristics of the scale as a psychological measurement tool are stimulus in the form of questions that do not directly reveal the attributes to be measured but reveal behavioral indicators and related attributes, of behavioral indicators translated in the forms of items and responses subjects are not classified as true or false answers.

1. Preparation phase of the trial

Before conducting a trial or data collection, researchers contacted the administration department to request permission for the research to be held with a letter of introduction from the leadership of the Faculty of Psychology UPI YAI No 403A / SR / D / Fak. PSI UPI YAI / VII / 2008 dated

July 14, 2008 which addressed to the Director of Administration and Human Resources Manager of PD Headquarters. Pasar Jaya Jakarta.

The scale used is the Likert model scale. Likert scale is the design of a number of positive and negative statements to measure attitudes, opinions and perceptions of groups of people about social phenomena. With a liket scale, the variables to be measured are translated into measurable components. Measured components are then used as a starting point to arrange instrument items that can be questions or statements which are then answered by respondents Sugiono (2003: 74).

The scale answer category consists of five categories without eliminating neutral categories. This is so that the respondent is given the freedom to choose the answer according to his or her without coercion. The scoring system in this study, both for Favorable items, the highest score is Strongly Agree (SS), Agree (S), Doubt (R), Disagree (TS), and Strongly Disagree (STS).

Unfavorable items, the highest score lies in the answer strongly disagree (STS) with a score of five and the lowest score lies in the answer strongly agree (SS) while the assessment on the fifth tool alternative answers are as follows:

Table 3.1
Item Rating Table

Alternative Answers	Favorable	Unfavorable
Strongly Agree (SS)	5	1
Agree (S)	4	2
Doubt (R)	3	3
Disagree (TS)	2	4
Strongly Disagree (STS)	1	5

a. Research Instrument Before compiling items, the author first makes a blueprint that is used as a guide in the preparation of items. This blueprint consists of three parts, namely the blueprint of the communication level of subordinate superiors, the scale of assertiveness, the scale of work discipline.

1. Work Discipline Scale The preparation and writing of items is based on the theory put forward by Grote (1995: 58) which divides work discipline into three factors, namely attendance, employee performance and action. The blue print is in table 3.2

Table 3.2

Blue Print of Work Discipline Scale

1 Presence	a. Proper use of time
	b. Punctuality to arrive at work
	c. Working duration in accordance with the regulations
2 Employee Performance	a. Use of work equipment in accordance with company procedures
	b. Good use of work time
	c. Achieving maximum results
3 Actions	a. Comply with work procedures
	b. Comply with company regulations
Total	

2. Communication Effectiveness Scale of Subordinate Supervisors

The scale setting for this variable refers to De Vito's theory (1996: 259) which divides the communication scales of subordinate superiors based on effective communication factors then divided into five factors, namely openness, empathy, support, positive attitude and equality. The blue print is in table 3.3

Table 3.3

Blue Print Effectiveness Scale for subordinate superiors' communication

1. Openness a. Have a sense of responsibility
b. Can express the contents of each other's hearts
- 2 Empathy a. Having the ability to each other
b. Having the ability to communicate his feelings
- 3 Support a. Give each other attention
b. Having the same opinion
- 4 Positive attitude a. Trust each other
b. Give each other praise and appreciation
- 5 Equality a. Having similarities in communication
b. Have the same desire to work together in solving a problem

3. Diana Cawood's Assertiveness Scale (1997: 12):

The scale of assertiveness in this case is used to reveal employee assertiveness. The scale is based on Diana Cawood's theory which consists of four aspects of assertive behavior, namely: the ability to express feelings, defend personal rights, protect the feelings and rights of others, and not harm others.

Table 3.3

Blue Print Effectiveness Scale for subordinate superiors' communication

- 1 Openness a. Have a sense of responsibility
b. Can express the contents of each other's hearts
- 2 Empathy a. Having the ability to each other
b. Having the ability to communicate his feelings
- 3 Support a. Give each other attention
b. Having the same opinion

4 Positive attitude a. Trust each other

b. Give each other praise and appreciation

5 Equality a. Having similarities in communication

b. Have the same desire to work together in solving a problem

Asertivitas Scale Blue Print

1 Ability to express feelings a. Able to express desires

b. Able to express displeasure

c. Able to be confident

d. Able to communicate honestly

2 Defend personal rights a. Able to defend personal rights

b. Being able to issue opinions

c. Able to reject requests that are not in accordance with themselves

3 Can protect the feelings and rights of others a. Can respect other people

b. Understand other people's opinions

c. Give the impression of respect to others

4 Don't harm others a. Non-adverse response

b. Can respect others

E. Instrument Test Analysis

Validity

Validity comes from the word validity which is defined as a measure of how carefully an instrument performs its function size SaifuddinAzwar (2004: 5). A measuring instrument can be said to have high validity if the measuring instrument carries out its measurement function, or provides measurement results in accordance with the purpose of the measurement.

Item validity test is a test of the quality of the items. The aim is to select items that actually fit the factor you want to investigate. This item validity test is done by calculating the item coefficient correlation with the total item score at a significance level of 5% (0.05). Validity testing is done by using Pearson Product Moment correlation in SPSS version 15.00 for windows SaifudinAzwar (2003: 18)

2. Correlation Between Factors

Correlation between factors is a complex set of procedures for analyzing and explaining the interrelationships between limited groups of variables. According to Kerlinger (2002: 100). This study consists of several factors, so it is necessary to do a correlation test between factors to prove that the factors that are supposed to measure the variables studied do fulfill their respective functions. Correlation test procedure between factors is carried out only on valid items, namely by calculating the total factor and the total scale based on valid items.

In this study the calculation of item validity and correlation between factors, using the formula using Pearson product moment correlation coefficient. With the following formula:

Pearson Product Moment Formula.

$$\Sigma xy - (\Sigma x)(\Sigma y)$$

$$r_{xy} = \frac{\Sigma xy - (\Sigma x)(\Sigma y)}{\sqrt{\{N \Sigma X^2 - (\Sigma x)^2\} \{N \Sigma y^2 - (\Sigma y)^2\}}}$$

$$\sqrt{\{N \Sigma X^2 - (\Sigma x)^2\} \{N \Sigma y^2 - (\Sigma y)^2\}}$$

Information :

r_{xy} : The correlation coefficient of items with totals

Σxy : The sum of the multiplication results x score and y score

Σx : The number of values for each item

Σy : The amount of constant values obtained by individuals

N: Number of research subjects

X and y: Score of each scale

Reliability

Use the translation of the word reliability which has the origin of the word rely and ability. Measurements that have high reliability are called reliable measurements. Although reliabiliras has various other names such as: Trustworthiness, reliability, constancy, stability, consistency, and so forth. But the main idea contained in the reliability contest is the extent to which the results of a measurement can be trusted (SaifuddinAzwar: 2004). In this study, the reliability test of the measuring instrument was carried out using alpha cronbanch technique.

Cronbach Alpha formula:

$$\alpha = \left(\frac{k}{k-1} \right) \left(\frac{1 - S_j^2}{S_x^2} \right)$$

α = Reliability coefficient

k = Number of Items

S_x^2 = Test Score Variance

S_j^2 = Number of Hemisphere Variants

This Cronbach alpha technique is commonly used in analyzing research data, both dichotomous and non-nicotomic data. In this study the application of the Cronbach alpha technique.

The concept of Correlation Test Between factors

A scale that measures a variable is usually built by its constituent factors. Each factor measures itself, then the total score of the respondent is calculated from the accumulation of points in each factor.

Because each factor measures itself, the correlation between factors should have a low correlation coefficient (discriminatory power), if it is difficult or impossible to obtain a zero correlation coefficient. It's just that the theoretical concepts that form variables are sometimes interrelated, this allows factors to correlate with each other. In such cases the tolerance coefficient of the correlation of the two factors depends on the extent to which the theoretical concepts of the two factors depend on the extent to which the theoretical concepts of the three factors are interdependent.

Data Analysis Methods

Based on the background of the problem and the purpose of the study to test the hypothesis in accordance with the research, the technique used to analyze data and multivariate correlations to test hypotheses is to look for relationships or correlations between two independent variables and one dependent variable. Meanwhile, to find out the relationships between IV1 and DV controlled IV2 and the relationship between IV2 and DV in IV1 control the data analysis uses partial correlation, partial correlation is used to determine the relationship between independent and

dependent variables, Sugiyono (2003: 220). to test statistically null Hypothetical can be formulated with data analysis using SPSS version 15.00 for window.

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