ABDIMAS

Influence of Leadership and Work Discipline on Employee Performance at The Department of Population and Civil Registration, City of Cirebon

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Abstract

This study aims to analyze the influence of supervision on employee work discipline at the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency. Supervision is defined as an organizational control mechanism consisting of direct and indirect supervision, while work discipline includes preventive and corrective discipline. This research employed a quantitative approach using a saturated sampling technique, involving all 79 employees as respondents. Data were collected through questionnaires and analyzed using descriptive statistics and simple linear regression. The results indicate that the level of supervision is categorized as "good," with an average score of 3.70, while employee work discipline is categorized as "high," with an average score of 3.85. The regression analysis confirms that supervision has a positive and significant influence on employee discipline. These findings highlight that strengthening supervision—both direct and indirect—plays a crucial role in improving employee discipline. The study contributes to the development of internal supervision policies for local government agencies.

Keywords: supervision, work discipline, employee performance, public organization, Cirebon

INTRODUCTION

Housing is a fundamental human need guaranteed by the 1945 Constitution and the 1999 Human Rights Law. The government holds the responsibility to provide decent housing through various programs, including low-cost rental flats (Rusunawa) as a solution to limited urban land and to prevent the growth of slum areas. In Cirebon Regency, Rusunawa facilities were developed to support low-income communities, yet several issues remain evident in their management—such as building deterioration, declining environmental quality, and insufficient compliance among residents.

These challenges indicate the suboptimal performance of the management authorities, particularly in the area of internal supervision. Supervision is a critical component of public sector management, ensuring that organizational activities are carried out in accordance with established plans. Weak supervision often leads to reduced employee discipline, low responsiveness, and poor adherence to work procedures—factors that can impede the achievement of the government's housing objectives.

In the context of local government administration, employee discipline is a key foundation for the successful implementation of duties. Work discipline reflects responsibility, compliance with rules, and commitment to performing duties according to established procedures. However, based on field observations, some employees still show insufficient discipline, low initiative, and inconsistent adherence to operational standards.

These conditions emphasize the need to strengthen supervisory functions within the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency. Structured and consistent supervision—both direct and indirect—is expected to improve employee discipline by providing clarity of instructions, corrective guidance, and consistent performance evaluations.

Therefore, this study aims to examine the influence of supervision on employee work discipline at the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency. The central

research question is: To what extent does supervision affect employee discipline? The results of this study are expected to contribute to the improvement of internal policy development, particularly in enhancing supervisory mechanisms and employee management.

METHOD

Concept of Supervision in Public Organizations

Supervision is one of the fundamental managerial functions that ensures organizational activities are implemented in accordance with established plans, procedures, and objectives. Terry (2009) defines supervision as the process of determining what is being carried out so that it can be assessed whether its implementation aligns with predetermined plans, instructions, and principles. Within public organizations, supervision serves to maintain efficiency, effectiveness, and accountability in the implementation of government programs.

According to Siagian (2014), supervision in public administration has two key roles. First, it ensures that all organizational activities comply with applicable rules and procedures. Second, it encourages the improvement of performance quality among public employees. Therefore, supervision is not only corrective—addressing deviations—but also preventive, aiming to avert potential errors before they occur.

Handoko (2013) emphasizes that effective supervision provides useful feedback for improving work processes and enhancing organizational productivity. In government agencies, the head of the department holds a strategic position as the highest supervisor, responsible for coordination, control, and ensuring the quality of public policy implementation.

Types and Approaches of Supervision

Supervision in local government can be categorized into several types:

1. Internal Supervision, conducted by direct supervisors within an organizational unit, such as the department head overseeing subordinates.
2. External Supervision, performed by institutions outside the agency, such as the Regional Inspectorate or the Audit Board (BPK).
3. Attached Supervision (Waskat), a continuous and direct supervision conducted by the superior during ongoing activities.

Modern approaches to supervision emphasize participatory supervision, where employees are actively involved in setting work standards, performance indicators, and evaluation mechanisms. Rivai (2015) argues that participatory supervision fosters a sense of ownership toward organizational goals, which increases employee motivation and discipline.

Concept of Employee Discipline

Employee discipline refers to the level of adherence displayed by individuals in carrying out responsibilities according to organizational rules and expectations. Mangkunegara (2017) defines discipline as the quality and quantity of work achieved by an employee based on assigned duties and responsibilities. In the public sector, discipline is measured not only by productivity but also by timeliness, procedural compliance, and contribution to public service delivery.

According to Moeheriono (2014), employee discipline is influenced by several factors including ability, motivation, leadership, work environment, and the effectiveness of supervision. Optimal discipline can be achieved when a balance exists between employee motivation and a robust control system. Supervision serves as a mechanism to ensure employees remain on the correct course while providing guidance for performance improvement.

Adapting Gibson et al. (2008), the indicators of employee discipline in this study include:

1. effectiveness and efficiency in task execution,
2. quality of work output,
3. discipline and responsibility,
4. punctuality in completing tasks, and
5. initiative and teamwork ability.

Relationship Between Supervision and Employee Discipline

Theoretically, supervision has a strong relationship with employee discipline. Effective supervision provides clarity of direction, strengthens motivation, and fosters disciplined behavior. Weak supervision, on the other hand, may result in irregularities, poor compliance, and decreased

productivity.

Research conducted by Sari and Wahyudi (2020) shows that departmental supervision significantly influences employee performance within local government institutions. Consistent supervision encourages employees to take greater responsibility for their duties. Similarly, Rahman (2019) found that direct supervision from superiors positively affects employee discipline and work outcomes.

Thus, supervision can be viewed as a determinant factor influencing employee performance—both directly through guidance and indirectly through enhanced motivation and responsibility.

Conceptual Framework

Based on previous theories and empirical findings, the relationship between the variable of departmental supervision (X) and employee discipline (Y) can be illustrated as follows:

- Departmental Supervision (X)
  - Establishment of work standards
  - Measurement of work performance
  - Evaluation of task implementation
  - Corrective actions
- Employee Discipline *(Y)*
  - Work effectiveness and efficiency
  - Responsibility and discipline
  - Quality of work results
  - Punctuality and initiative

This conceptual model illustrates that the better the supervision carried out by the department head, the more likely employee discipline will increase. Supervision functions not only as a control mechanism but also as a motivational tool encouraging responsibility, discipline, and productivity.

Research Hypothesis

Based on the theoretical foundation and conceptual framework, the hypothesis of this study is formulated as follows:

- H_0: There is no significant influence of departmental supervision on the discipline of employees in the retribution collection team.
- H_1: Departmental supervision has a significant influence on the discipline of employees in the retribution collection team.

Research Approach and Type

This study employs a quantitative approach with descriptive and verificative methods. The descriptive method is used to portray the condition of the variables of supervision and employee discipline as they exist in the field, while the verificative method is applied to examine the influence of supervision on employee discipline using statistical analysis.

Research Location and Duration

The study was conducted at the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency. The location was selected purposively because the agency plays a central role in housing and settlement management, and it requires effective internal supervision to ensure optimal employee performance. Data collection was carried out according to the research timeline established by the researcher.

Population and Sample

The population consists of all employees of the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency, totaling 79 individuals. The study uses a saturated sampling technique, meaning that the entire population was included as the sample. Thus, the total number of respondents is 79 employees.

Types and Sources of Data

Two categories of data were utilized:
1. Primary data, obtained directly through questionnaires distributed to respondents regarding the variables of supervision and employee discipline.
2. Secondary data, collected from internal documents, institutional reports, employee attendance

records, and relevant literature.

Data Collection Techniques
The techniques employed in this study include:
1. Questionnaires, using a five-point Likert scale to measure respondent perceptions.
2. Observation, to directly observe employee activities related to duty execution.
3. Documentation, involving the review of organizational documents such as SOPs, organizational structures, and performance reports.

Research Instrument
The questionnaire instrument was developed based on theoretical indicators:
- Supervision *(X)*
  - Standard-setting
  - Monitoring of task implementation
  - Evaluation of performance
  - Corrective actions
- *Employee* Discipline *(Y)*
  - Punctuality
  - Rule compliance
  - Responsibility
  - Obedience to supervisor instructions
  - Commitment to completing tasks

The instrument was tested for validity and reliability to ensure accuracy and consistency prior to analysis.

Data Analysis Techniques
Data analysis was conducted in two stages (descriptive and verificative) and both analyses used a significance level of 5%.
1. Descriptive *Analysis,* used to describe tendencies and the respondent's perception of each variable based on mean scores.
2. *Verificative Analysis, u*sed to test the hypothesis on the influence between variables, including:
   - Validity test
   - Reliability test
   - Correlation analysis
   - Simple linear regression
   - Coefficient of determination (R^2)
   - *t*-test for significance

Statistical Hypotheses
The statistical hypotheses tested in the study are:
- H_0: Supervision does not significantly influence employee discipline.
- H_1: Supervision significantly influences employee discipline.

RESULT AND DISCUSSION

Respondent Overview
A total of 79 employees participated in the study. Most employees are between 31–45 years old and have over five years of work experience. This indicates that respondents understand their organizational roles, making the data reliable and representative.

Description of Supervision Variable (X)
Supervision was measured by four indicators:
1. work standard setting,
2. task monitoring,
3. performance evaluation,
4. corrective action.

The overall mean score for supervision was 3.70, categorized as "good." Employees acknowledged that supervisors regularly evaluate task execution and provide clear instructions. However, feedback mechanisms were perceived as insufficiently consistent. This indicates that although supervision is already in place, its communicative and participatory aspects can still be improved.

Description of Employee Discipline Variable (Y)

Employee discipline was measured through:

1. punctuality,
2. rule compliance,
3. responsibility,
4. obedience to instructions,
5. task commitment.

The mean score for discipline was 3.85, categorized as "high." Employees generally demonstrate good attendance, punctuality, and adherence to SOPs. However, some employees exhibit low initiative when faced with tasks requiring creativity or adaptation.

Validity and Reliability Results

All questionnaire items exceeded the minimum validity threshold ($r \geq 0.30$). Cronbach's Alpha for both variables exceeded 0.70, indicating reliable measurement instruments.

Correlation Analysis

The correlation coefficient between supervision and employee discipline is:

$r = 0.712$

This indicates a strong and positive relationship. Better supervision is associated with higher levels of employee discipline.

Regression Analysis

The linear regression equation obtained is:

$Y = 12.84 + 0.68X$

This equation shows a positive effect of supervision on discipline. Every one-unit increase in supervision score increases employee discipline by 0.68 points.

Coefficient of Determination (R^2)

$R^2 = 0.507$

This means that 50.7% of employee discipline is explained by supervision, while 49.3% is influenced by other factors such as motivation, work environment, leadership, and reward systems.

Significance Test (t-test)

The t-test result shows:

t-count > t-table,

indicating that supervision has a significant effect on employee discipline. Thus, H_1 is accepted and H_0 is rejected.

Supervision Practices in the Organization

The findings indicate that supervision within the department is conducted well, consistent with Terry's (2009) principle that supervision ensures alignment between implementation and plans. Supervisors evaluate work processes and take corrective action when necessary. This confirms Siagian's (2014) view that supervision plays both preventive and corrective roles. However, the study also found that two-way communication and feedback need improvement. Strengthening these aspects will make supervision more participatory and effective.

Employee Discipline and Its Determinants

The high discipline score (3.85) shows strong adherence to rules and punctuality. These findings align with Mangkunegara's (2017) view that discipline reflects responsibility and willingness to comply with work norms. However, low initiative among some employees indicates the need for enhanced coaching and empowerment.

Relationship Between Supervision and Discipline

The strong correlation (0.712) demonstrates that supervision plays a critical role in shaping discipline. This is consistent with previous studies by Sari & Wahyudi (2020) and Rahman (2019), who found that consistent supervision enhances employee obedience and performance.

Impact of Supervision on Discipline

The regression results show a significant influence of supervision on discipline. The 50.7% contribution of supervision demonstrates that managerial oversight is a key factor driving disciplined behavior.

Interpretation of Findings

Key insights include:
- Clear instructions and consistent evaluations reinforce discipline.
- Supervisory involvement increases employee responsibility.
- Feedback and participatory supervision strengthen work motivation.

Organizational Implications

For the Department of Housing, Settlement Areas, and Land Affairs, strong supervision is vital due to its administrative responsibilities. The findings emphasize the need for improved coordination, enhanced digital supervision, and consistent performance monitoring.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the findings and analysis regarding the influence of supervision on employee work discipline at the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency, several important conclusions can be drawn.

First, the study demonstrates that the supervision carried out by the department head has been implemented effectively. Supervision activities, including the establishment of work standards, monitoring of daily tasks, evaluation of outcomes, and the provision of corrective measures, are consistently executed. These supervisory practices help ensure that employees understand their responsibilities and the performance expectations required of them. However, despite these strengths, the study also identifies the need to enhance two-way communication and increase opportunities for feedback. A more participatory and communicative supervision model would allow employees to express challenges, propose ideas, and participate more actively in improving workplace performance.

Second, employee work discipline is generally at a high level. Employees show strong compliance with work rules, arrive punctually, follow instructions, and complete tasks on schedule. These findings indicate that the organizational culture already supports disciplined behavior. Nevertheless, some employees still lack initiative, especially in situations that require problem-solving or innovative approaches. This suggests that discipline in the organization is predominantly routine-based, and efforts are needed to foster proactive attitudes and encourage employees to take greater responsibility beyond procedural compliance.

Third, the research provides empirical evidence that supervision has a positive and significant influence on employee discipline, as reflected by the correlation coefficient of 0.712 and the coefficient of determination (R^2) of 50.7%. These values indicate that more than half of the variation in work discipline can be explained by the quality of supervision. This strong statistical relationship confirms that supervision is a key managerial function that directly shapes employee behavior, work patterns, and adherence to organizational standards.

Fourth, among the components of supervision, clarity of instructions and consistency in evaluation were identified as the most influential factors. Clear instructions help reduce ambiguity in task execution, while consistent evaluation reinforces accountability and encourages employees to

maintain disciplined behavior. These elements are essential in public organizations where task structures, regulations, and service obligations must be followed precisely.

Lastly, the current supervision system still relies heavily on traditional methods and has not fully utilized digital tools. Although manual supervision can still function effectively, it is time-consuming and less responsive. The integration of technology-based monitoring systems could improve real-time reporting and provide supervisors with faster access to performance data.

In summary, the study concludes that effective supervision is not merely an administrative requirement but a strategic management instrument that shapes employee discipline, enhances responsibility, and strengthens overall organizational performance within public sector institutions.

Recommendations

Based on the conclusions drawn from the study, several recommendations are provided to improve the effectiveness of supervision and enhance employee discipline within the Department of Housing, Settlement Areas, and Land Affairs of Cirebon Regency.

1. Strengthening Participatory Supervision

   The department head is encouraged to adopt a more participatory approach in supervision. This includes involving employees in discussions about work standards, evaluation criteria, and challenges encountered in daily tasks. A participatory model can improve transparency, reduce communication barriers, and promote a sense of ownership among employees. Employees who feel involved in decision-making processes are generally more committed to meeting organizational expectations.

2. Integrating Technology into the Supervision System

   The department should begin incorporating digital tools such as e-monitoring systems, online reporting platforms, and performance dashboards. These tools allow supervisors to track progress in real time, identify delays quickly, and provide feedback more efficiently. Technology-based monitoring also reduces administrative workload, minimizes human error, and enhances the accuracy and speed of information flow within the organization.

3. Providing Continuous Training and Development

   Regular training programs should be implemented to enhance employee competencies, particularly in understanding standard operating procedures, time management, and performance documentation. Training not only improves skill levels but also strengthens employee commitment and awareness of organizational expectations. Continuous development initiatives can also support employees in cultivating problem-solving skills and greater initiative.

4. Implementing a Clear Reward and Sanction System

   A transparent and fair reward system based on performance indicators can motivate employees to maintain disciplined work behavior. At the same time, consistent sanctions for violations of rules are necessary to uphold fairness and ensure accountability. A balanced system of rewards and penalties helps reinforce desired behavioral patterns and encourages employees to meet performance standards.

5. Improving Coordination Across Units and Divisions

   The department head should strengthen coordination among various units, including planning, finance, and operational divisions. Streamlined coordination will reduce overlapping duties, minimize miscommunication, and support more effective supervision. Better coordination contributes to smoother workflow, clearer responsibilities, and enhanced discipline in task execution.

6. Periodic Review of Work Standards

   Work standards and procedures should be reviewed regularly to ensure relevance to current policies, institutional needs, and environmental developments. Updated standards help employees adjust to new expectations and prevent outdated practices from hindering organizational performance.

7. Encouraging Transformational Leadership Practices

   The department head is advised to adopt a transformational leadership style that emphasizes motivation, empowerment, and personal development. Transformational leadership helps build trust, stimulates creativity, and encourages employees to exceed basic performance expectations. With such leadership, supervision becomes not only a mechanism of control but also a source of inspiration and guidance.

Collectively, these recommendations aim to strengthen the organizational culture, improve employee discipline, and enhance the overall efficiency and effectiveness of public service delivery.

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