



The Influence of Leadership Style, Work Discipline, and Work Supervision on Employee Work Effectiveness in The General Division of the Regional Secretariat Office of The Cirebon District Government

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Abstract. Effectiveness denotes the extent to which management operations successfully achieve predetermined objectives. The profitability and sustainability of a firm are largely dependent on the efficiency of its workforce. Therefore, ensuring that the organization's resources function as efficiently as possible is essential. Factors affecting employee productivity include leadership style, job discipline, and supervision. This study aims to evaluate the influence of leadership style, work discipline, and work supervision on employee effectiveness at the Cirebon Regency Regional Secretariat Office in the General Section. This research was conducted at the General Section of the Cirebon Regency Regional Secretariat office.

This research is categorized as causal associative research utilizing a quantitative methodology, signifying that the entire population serves as the sample for the study. The employed data sources consist of primary and secondary data, utilizing data collection methods such as questionnaires, observation, and documentation. Data analysis methodologies encompass instrument evaluation (validity and reliability assessments), descriptive percentage analysis, classical assumption verification, multiple regression analysis, and hypothesis testing utilizing SPSS for Windows version 22.0. The study results indicate that the three independent variables have a significantly positive effect on the dependent variable. The results suggest that the t count for all variables exceeds the t table value of 2.051, demonstrating a significant effect of variable X1 on variable Y at 4.085, variable X2 on variable Y at 4.014, and variable X3 on variable Y at 3.310, with a significance level of $\alpha = 5\%$ ($p < 0.05$).

Additionally, the findings of the hypothesis test yielded a value of 35.532, which exceeds 2.975. The R Square value of 0.804 indicates that Leadership Style (X1), Work Discipline (X2), and Work Supervision (X3) account for 80.4% of the variance in Employee Performance (Y). The remaining 19.6% is influenced by unassessed variables. The R-value indicates a strong correlation between the three independent factors and the dependent variable in this study.

Keywords: leadership style, work discipline, work supervision, and employee work effectiveness

INTRODUCTION

Human resource management is a division inside a company that concentrates on overseeing current human resources to secure competent employees for the attainment of organizational objectives. Human resource management is the systematic process of recruiting, developing, motivating, and evaluating all personnel essential for the organization to attain its objectives (Saefullah, 2012:194). This section is responsible for ensuring that the organization's personnel attain a high degree of job performance. Effectiveness indicates the degree of success of management activities in attaining established objectives. The profitability and sustainability of a company are significantly contingent upon the effectiveness of its personnel. Consequently, it is imperative to guarantee that the organization's resources operate with maximal efficiency. Various elements influencing employee work performance including leadership style, work discipline, and supervision (Sirait, 2014). Steers (2015:123) asserts that multiple factors influence work effectiveness, including organizational characteristics, environmental characteristics, communication processes, achievement environments, leadership and decision-making, as well as various worker characteristics, which underscore the necessity for supervisory activities. The success of a leader is contingent upon the leadership approach employed to cultivate an environment that prompts followers to recognize and fulfill desired objectives. The efficacy or inefficacy of a leader is contingent upon their capacity to adapt and implement leadership styles in accordance with the organization's circumstances and context.

The leadership style is crucial for guiding human resources to attain organizational objectives. Leadership style can be defined as a modality in leadership, referring to the preferred methods employed by an individual to execute their leadership (Noor, 2013:167). Leadership style refers to a leader's method of influencing subordinates, manifested through behavioral patterns or personality traits. A leader's responsibility is to guide subordinates; so, the leader must cultivate a positive perception to enable subordinates to emulate and be led in fulfilling their obligations to achieve organizational objectives. If the leader fails to adopt the right leadership style throughout implementation, it will adversely affect employee interactions, create a divide between leaders and subordinates, and eventually impede organizational work effectiveness.

Work discipline is the capacity cultivated via the voluntary alignment of oneself with decisions, regulations, work ethics, and conduct (Moekijat, 2009:67). Work discipline

is a critical component of human resource strength, significantly influencing businesses or institutions in their pursuit of planned objectives and overall success. Discipline signifies not just a fervor for work but also influences the efficacy and efficiency of goal attainment (Nitisemito, 2014:118). Stringent employee work discipline will facilitate optimal work performance, encompassing adherence to time management, rules, and regulations established by the organization. An exemplary demonstration from the leader is required to enhance the efficacy of the regulations established to impose discipline. The leader's example significantly influences staff discipline, as employees regard the leader as a role model.

Supervision is crucial as it varies based on situational factors, including organizational size, policies, goals, frequency of changes, complexity of controlled elements, and the prevailing atmosphere of delegation within an agency or organization. Supervision is the act of monitoring the execution of organizational activities to ensure compliance with the established plan (Noor, 2013:283). Stoner defines supervision as the process of ensuring that all actions are executed in alignment with the established plan. Supervision encompasses not only certain activities or functions but also all operations that significantly contribute to the company's sustainability. Ongoing oversight allows the organization to identify potential hurdles and preemptively address them before they escalate into significant issues that could interrupt operations.

The researcher aims to further investigate "The Influence of Leadership Style, Work Discipline, and Work Supervision on Employee Work Effectiveness in the General Section of the Cirebon Regency Government Regional Secretariat Office."

LITERATURE

Leadership Style

Leadership is the act of influencing the actions of a structured group to establish and accomplish objectives. Terry, as cited in Rivai et al. (2014:3), defines leadership as encouraging individuals to willingly pursue shared objectives. Consistent with this, Pfiffner in Rivai et al. (2014:4) contends that leadership encompasses the capacity to organize and inspire individuals and organizations to attain specified objectives. Noor (2013:184) defines leadership style as a method employed by superiors that focuses on the development of their subordinates by prevailing circumstances, characterized by the

leader's strength, the cultivation of relationships with subordinates, and an awareness of evolving situations.

Work Discipline

Malayu SP Hasibuan (2016:193) elucidates that discipline is defined as follows: Discipline is an individual's cognizance and readiness to adhere to all organizational policies and relevant societal standards. Awareness is an individual's disposition to willingly adhere to all regulations while being cognizant of their duties and responsibilities. He will fulfill all his responsibilities diligently, without coercion. This willingness reflects an individual's attitude, behavior, and behaviors aligning with explicit and implicit company regulations.

Work Supervision

As Admosudirdjo states, and Andri Feryanto and Endang Shyta Triana (2015:63) reference it, supervision (controlling) involves activities that review or evaluate current or past implementations against set criteria, standard norms, or predetermined objectives. Sondang P. Siagian (2012:258) characterizes supervision as the thorough effort to oversee the implementation of operational operations to guarantee conformity with the established plan.

Work Effectiveness

Sinulingga (2014:32) defines effectiveness as a metric that evaluates the extent to which accomplished outcomes align with established aims. Effectiveness as defined by Richard M. Steers (in Edy Sutrisno, 2011:123), Effectiveness is mostly linked to the organization's objectives, specifically profit, sometimes overlooking the critical elements of the entire process. In studies of organizational effectiveness, human resources and behavior must be the central emphasis, and initiatives to enhance effectiveness should commence with an analysis of workplace behavior.

METHOD

Research methods

This study utilizes the Associative research methodology. Associative research entails the formulation of a research problem that investigates the correlation between two or more variables. Partnerships can be categorized into three types: symmetrical, causal, and interactive/reciprocal. This study utilizes a causal relationship. A casual relationship denotes the effect of the independent variable (X) on the dependent variable (Y) (Sugiyono, 2015 pp. 61-62). This research utilizes a quantitative methodology.

Sugiyono (2015: 8) characterizes quantitative research as a method based on positivist philosophy, utilized to examine specific populations or samples, employing research tools for data collecting, and doing quantitative/statistical data analysis to evaluate a specified hypothesis.

Population and Research Sample

Population refers to a defined group of things and persons possessing specific features and characteristics identified by researchers for study and subsequent analysis. The subjects of this study comprised 30 personnel from the General Section of the Cirebon Regency Government Regional Secretariat. This study employed a sample method known as saturation sampling, a component of nonprobability sampling techniques. The saturated sampling technique, often known as a census, involves utilizing the entire population as samples for analysis.

DISCUSSION

This study's results pertain to evaluating the questionnaire as a principal data-gathering instrument. Subsequently, the researcher-developed questionnaire will be evaluated to ascertain its suitability as a research instrument or data collection tool.

Validity Test Results

The study had a sample of 40 individuals, resulting in an r-table value of 0.312. The results of the validity evaluation for each variable are detailed as follows: The table above displays the outcomes of the validity assessments for the research questionnaire. Every statement produced a result of > 0.361 , indicating that the study questionnaire is fundamentally legitimate.

Reliability Test Results

A variable is dependable if it yields a Cronbach Alpha value exceeding 0.60. The reliability assessment outcomes in this study are as follows. From the table data above, it can be seen that all statement items from each variable in this study show reliable values. This is because each variable's Cronbach alpha value is more than 0.60.

Table 1 Validity Test of Research Variables

Question Items	<i>r_{hitung}</i>	<i>r_{tabel}</i>	Note
X1_1	,413	0.361	Valid
X1_2	,485		
X1_3	,446		
X1_4	,506		
X1_5	,421		
X1_6	,478		
X1_7	,454		
X1_8	,415		
X1_9	,403		
X1_10	,462		
X2_1	,379	0.361	Valid
X2_2	,494		
X2_3	,450		
X2_4	,591		
X2_5	,413		
X2_6	,693		
X2_7	,415		
X2_8	,658		
X2_9	,524		
X2_10	,460		
X3_1	,674	0.361	Valid
X3_2	,807		
X3_3	,717		
X3_4	,891		
X3_5	,897		
X3_6	,856		
X3_7	,499		
X3_8	,620		
X3_9	,402		
X3_10	,405		
Y_1	,502	0.361	Valid
Y_2	,447		
Y_3	,412		
Y_4	,425		
Y_5	,444		
Y_6	,489		
Y_7	,476		
Y_8	,443		
Y_9	,469		
Y_10	,466		
Y_11	,400		
Y_12	,481		

Table 2 Reliability Test of Research Variables

No	Variables	<i>Cronbach Alpha</i>	Note
1	Leadership Style (X1)	0.839	Reliable
2	Work Discipline (X2)	0.760	
3	Work Supervision (X3)	0.890	
4	Work Effectiveness (Y)	0.887	

Normality Test Results

The Kolmogorov-Smirnov normality test is a straightforward statistical method employed to assess the normality assumption. The findings of the normalcy assessment in this study are as follows.

:

Table3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	30
Test Statistics	,104
Asymp. Sig. (2-tailed)	,200c,d

The results of the normality test indicate that the Asymp. Sig. (2-tailed) yielded a value of 0.200, exceeding the significance threshold of 5% (0.05). The variable follows a normal distribution.

Multicollinearity Test Results

This study utilizes the tolerance value and Variance Inflation Factor (VIF) to identify the existence or absence of multicollinearity in the regression model. A tolerance value over 0.1 and a VIF value below 10 signify the absence of multicollinearity among the independent variables. The multi-collinearity assessment is conducted as follows:

Table 4 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	,698	1,432
	Work Discipline	,690	1,449
	Work Supervision	,870	1,149
a. Dependent Variable: Work Effectiveness			

The multicollinearity test findings indicate that all variables possess a tolerance value exceeding 0.1 and a VIF value below 10, confirming the absence of multicollinearity or correlation among the independent variables.

Heteroscedasticity Test Results

How to detect symptoms of heteroscedasticity in this study using the Glejser Test, namely by regressing the independent variable against its absolute residual value.

Table 5 Heteroscedasticity Test Results

Model	t	Sig.
Leadership Style	,698	,492
Work Discipline	,673	,507
Work Supervision	,950	,762

Each independent variable has a significance value (sig 2-tailed) greater than 0.05 in relation to the residuals of the Work Effectiveness variable (Y), indicating that none of the independent variables display indications of heteroscedasticity.

Multiple Linear Regression Analysis Results

The multiple linear regression analysis method predicts the dependent variable, employee work effectiveness (Y), based on the independent variables: leadership style (X1), work discipline (X2), and work supervision (X3), utilizing SPSS 22 software as demonstrated below:

Table 6 Multiple Linear Regression Results

Model		Standardized Coefficients Beta
1	(Constant)	2,198
	Leadership Style	,427
	Work Discipline	,417
	Work Supervision	,308

$$Y = 2.198 + 0.427 X1 + 0.417 X2 + 0.308 X3$$

The fixed value of employee performance is 2.198. This indicates that if the variables of Leadership Style (X1), Work Discipline (X2), and Work Supervision (X3) remain constant, unaffected by other variables, the value of Employee Work Effectiveness (Y) at the Regional Secretariat Office of the Cirebon Regency Government is positive and on the rise. The regression coefficient for the Leadership Style variable (X1) is 0.427, for the Work Discipline variable (X2) is 0.417, and for the Work Supervision variable (X3) is 0.308, all of which are positive values. This indicates that all variables can enhance

Employee Work Effectiveness (Y) at the Regional Secretariat Office of the Cirebon Regency Government by 1 point.

t-Test Results

Partial testing using the t-test. The value used as a reference is 2.051.

Table 6 t-Test Results

Model		t	Sig.
1	(Constant)	,414	,683
	Leadership Style	4,085	,000
	Work Discipline	4,014	,000
	Work Supervision	3,310	,003

The calculated value is 4.085, more than or equal to 2.051, with a significance level of 0.000, less than or equal to 0.05. This indicates the acceptance of hypothesis H1 and the rejection of H0. by $4,014 \geq 2.051$ with a significance level of $0.000 \leq \text{sig } 0.05$. Consequently, hypothesis H2 is affirmed, whereas hypothesis H0 is dismissed. The value of 3.310 is greater than or equal to 2.051, with a significance level of 0.003, less than or equal to 0.05. Consequently, hypothesis H3 is accepted, but hypothesis H0 is rejected.

Results of the Determination Coefficient (R2)

The correlation coefficient and coefficient of determination values for the individual factor variables, organizational support, and managerial support are presented in the subsequent table:

Table 7 Results of Determination Coefficient

Model	R	R Square	Adjusted R Square
1	,897a	,804	,781

The coefficient (R) of 0.897 indicates a simultaneous solid connection between the four independent factors and the performance variable. An R Square score of 0.804 signifies that 80.4% of the variance in Employee Work Effectiveness (Y) is explained by

the variables Leadership Style (X1), Work Discipline (X2), and Work Supervision (X3). The residual 19.6% can be ascribed to factors not examined in this study.

F Test Results

This study involved 30 respondents (n) and four variables (k), resulting in a value of 2.975 at a significance level of 0.05. The outcomes of the F test performed in this investigation utilizing SPSS version 22 for Windows are presented below:

Table 8 F Test Results

ANOVA				
Model		df	F	Sig.
1	Regression	3	35,532	,000b
	Residual	36		
	Total	39		

The simultaneous F test results indicate a value of 35.532 with a significance level 0.000, while the corresponding value is 2.975. The calculation results indicate that the value ($35.532 \geq 2.975$) and the significance level ($0.000 < 0.05$) lead to the acceptance of hypothesis H4 and the rejection of H0.

It can be concluded that the independent variables—Leadership Style (X1), Work Discipline (X2), and Work Supervision (X3)—collectively exert a positive and significant impact on the Work Effectiveness of General Section Employees at the Regional Secretariat Office of the Cirebon Regency Government (Y).

CONCLUSION

The conclusion of this study is:

1. Partially, leadership style positively and significantly affects employee work effectiveness, proven by the value with a sig value ≤ 0.05 . This proves that a good leadership style applied in the agency will positively influence the effectiveness of the work of employees of the Cirebon Regency Government Regional Secretariat, especially in the General section.

2. Partially, work discipline positively and significantly affects employee work effectiveness, proven by the value with a sig value ≤ 0.05 . This proves that good work discipline carried out by all employees will positively influence the effectiveness of the work of employees of the Cierebon Regency Government Regional Secretariat, especially in the General section.
3. Partially, the work environment positively and significantly influences employee work effectiveness, proven by the value with a sig value ≤ 0.05 . This proves that the better the work supervision carried out by a leader in managing the work of his employees, the more it will affect the effectiveness of the employees of the Cierebon Regency Government Regional Secretariat, especially in the General Section.
4. Simultaneously, leadership style, work discipline, and work supervision positively and significantly influence employee work effectiveness; the value proves this. This proves that to achieve success in an organization, good leadership is needed, an obedient or disciplined attitude shown by each employee so that all activities can be directed, and supervision in work to prevent and avoid deviations in work so that all of this will affect the effectiveness of employee performance.

Suggestions

Based on the research results and conclusions, the following suggestions can be put forward:

1. So that leaders can better adjust their leadership style, always make changes, and provide motivation to improve their employees' work effectiveness. Leaders can carry out their duties by opening two-way communication, providing opportunities for subordinates to express their opinions, and paying more attention to complaints submitted by subordinates, especially those related to the agency's operational activities. Furthermore, it is necessary for leaders who can protect their subordinates by spurring employee creativity, improving employee quality, and increasing employee enthusiasm to achieve brilliant work achievements to achieve the targets or goals that have been set.
2. Leaders and employees should apply more discipline to be more helpful for good work effectiveness. It is also expected that more attention should be paid to employees' work as well as possible. Supervising and evaluating activities, especially the problem of work discipline and employee work desire, never increase or even decrease while

working and trying to find out why it is wrong and how to fix it to create good results for the organization's goals.

3. the supervision process should also be improved so that employees can work more optimally and no longer repeat mistakes. Supervision can be carried out by reviewing work continuously and providing fair employee performance assessments.
4. To improve the effectiveness of employee work, an institutional leader should continue to foster good cooperation and provide educational direction and supervision so that employees can work well and supplement existing deficiencies so that they can achieve maximum results and meet the set targets.

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