



Orientation Of Leadership Supervision On Employee Discipline

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Abstract. This study aims to find out the role of leadership in supervising employee discipline located in the Cirebon Class II KSOP Office. The method used is qualitative, including observation, interviews, and documentation studies as research data sources. This article discusses the analysis of leadership supervision oriented toward employee discipline and reveals the driving and inhibiting factors of the supervision process in the field. The conclusion obtained from this study is that leadership supervision is carried out through monitoring employee attendance administration, periodic discipline evaluation, personal employee coaching, and coordinating with the personnel department in improving employee discipline, which is already optimal, but still found employee discipline that is not per the rules. The informal leadership communication style is a supporting factor in supervision, but on the other hand, this does not cause a positive change in the attitude of discipline in employees.

Keywords: Leadership Supervision, Employee Discipline, Discipline Orientation.

INTRODUCTION

This research is about the orientation of leadership supervision on employee discipline. Employees must avoid disciplinary punishment and official laws and regulations (Rivai, 2011). As a result, there will be an increased pleasant work atmosphere and enthusiasm for completing tasks.

Work discipline is essential for a company or organization's progress, mainly because it encourages employees to discipline themselves and the group. Education also helps employees understand and comply with existing regulations, procedures, and policies, which allows them to succeed. Some companies may admit that disciplining employees is complex, and some can get through it successfully, but companies that don't implement a discipline system still have a lot of workers.

To achieve this goal, this study will look at work discipline from a leader's perspective. This study aims to determine how employees in the company can apply and accept job

requirements. Government Regulation (PP) Number 30 of 2019 concerning the performance assessment of Civil Servants (PNS) is an improvement from the previous Government Regulation, Government Regulation Number 46 of 2011, concerning the evaluation of civil servants' work performance. This PP makes the reward and punishment system more organized and clear and allows the dismissal of civil servants who are considered to have poor performance. Civil servants should not be fired if their performance is poor. (Kadarman: 2001) Supervision is an action leaders take to ensure that the actual outcome aligns with the planned outcome. It is used systematically to establish standard performance in planning, design information feedback systems, and compare actual performance with established standards.

The purpose of supervision, according to Makarom (2015), is to ensure that the work process runs smoothly, correct employee errors, and prevent the same mistakes from repeating. Human resources, or employees, are an essential part of an organization and determine how smooth the work is. The term "employee" describes a person who works for an organization, be it a government or a business, as a permanent or non-permanent employee based on a written or unwritten employment contract. They are given the task of performing a specific task or activity and are paid or paid based on time, completion of a task, or a particular condition.

Undiscipline at work can negatively impact various aspects, such as decreased productivity, poor service quality, and even potential safety risks.

The duties and functions of KSOP Class II Cirebon are regulated in Shipping Law Number 17 of 2008. According to Article 207 paragraph (1), the Syahbandar is responsible for the safety and security function of shipping. This function includes the implementation, supervision, and enforcement of laws related to ports, maritime environmental protection, and water transportation at ports. However, the law regulates how a Syahbandar can issue a sailing approval letter.

According to experience in the field, employees often arrive at the office late, leave before working hours, and do other things unrelated to office duties. With these conditions, Government Regulation of the Republic of Indonesia number 53 of 2010 concerning Work Discipline of Civil Servants contradicts this. According to Chapter II, Article 3, civil servants are responsible for complying with all provisions of laws and regulations. Therefore, analyzing the supervision system used by the KSOP Class II Cirebon leadership is very important to ensure employee work discipline.

METHODS

A qualitative approach is used in this study (Creswell: 2023). Data sources were collected from KSOP Class II Cirebon employees through interviews, observations, and documentation.

LITERATURE REVIEW

Seeing operational activities in the field directly and reading reports and other supervision methods (SP Siagian (2004:40). Previous programs and plans must be monitored.

Leadership style is how a leader influences his followers in an organization or social system. Furthermore, according to Wirawan (2013: 352), "Leadership Style is a pattern of behavior of leaders in influencing the attitudes, behaviors and so on of their followers." The pattern of behavior here is dynamic. So, a leader's leadership style can fluctuate depending on the quality or quantity of followers or subordinates, the situation, and the culture of the organization or its social system. This organization can be carried out at four levels: division of tasks, one direction, organizational level, and centralization level. Implementing this task will be more efficient and effective at this level.

Fathoni (2006:126) defines discipline as the awareness and willingness of a person to obey all company regulations and applicable social norms. Discipline must be enforced in a company organization because, without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to the success of an employee's motivation to achieve goals.

According to Munajat (2021), leadership is an effort made by a leader to achieve organizational or individual goals. Therefore, a leader is expected to have the ability to influence, support, and motivate his followers to do things with passion to achieve the goals of the organization and the individual. Leaders must also find ways to balance their followers' needs to achieve organizational goals.

One of the best ways to show good discipline is to show that a person is very responsible for the work given to him. According to Sinambela (2019:332), regulations are significant to creating good order in the office because the discipline of an office or workplace is said to be good if some employees obey the rules.

DISCUSSION

Definition and Elements of Discipline in the Workplace

It is the responsibility of the office or workplace's responsibility to monitor their employees' work discipline so that they are better than before and prevent them from doing non-essential things during working hours.

Discipline occurs when employees are asked to follow the rules. A sign of good discipline is a high sense of responsibility for their duties.

Based on the results of the interview with the Head of KSOP Class II Cirebon, information was obtained on the condition of employee discipline at KSOP Class II Cirebon: The punctuality of civil servants of KSOP Class II Cirebon has been regulated in article 6 of Pemenhub 90/2014 concerning working days and hours within the Ministry of Transportation. The set working hours and working days are clear. Problems or delays for employees in implementing the rules for KSOP class II Cirebon working hours

Because some KSOP Class II Cirebon employees went home earlier than scheduled, there was less working time (KWK). When interviewed, this employee even told the researcher.

The quality of public services serving the creation of general seafarers in the Cirebon Port environment is appropriate, as the results of the interviews show.

The interview results showed that a number of challenges hindered the work process. This is due to the fact that employees are sometimes given tasks that are not in accordance with their responsibilities in implementing regulations, as stated in the Cirebon Class II KSOP, and violations that show employee indiscipline continue to occur.

Factors Driving and Inhibiting Work Discipline of Class II KSOP Cirebon Employees

These leadership factors include the behavior of superior-subordinate tasks, the behavior of superior-subordinate relationships, and the level of readiness or maturity of subordinates to complete the assigned tasks. Leaders should give their subordinates clear instructions on how to perform tasks.

In carrying out the direction function, the leader acts through a forum with his subordinates to allow two-way discussions and subordinates to provide input and additional if there are shortcomings. Directions are also given informally, such as when leaders ask their subordinates about unfinished tasks.

The leader of KSOP Class II, Cirebon, has a greater responsibility to help his employees acquire useful and useful soft skills.

Leaders can monitor employee attendance with fingerprint data. In addition, they can use the online application, which is reported monthly, to set Employee Work Goals (SKP), which are intended to assess employee behavior and performance. TPP will be reduced if the assessment results are less than the standard.

There is no boss at KSOP Class II Cirebon who encourages employees to do more tasks. The results of SKP evaluation, task types, and decision-making methods in the field can be used to determine how ready employees are. Employees of KSOP Class II Cirebon gave direct awards to researchers during interviews.

CONCLUSION

Supervision is an activity carried out by the leadership to monitor the implementation of all organizational activities to ensure that everything goes according to plan. Leadership supervision is done through attendance administration monitoring, periodic discipline evaluations, and regular employee coaching. The informal leadership communication style is a supporting factor in supervision. Still, on the other hand, this does not cause a change in personal discipline attitudes, and coordination with the personnel department in improving employee discipline is optimal. However, there are still employee discipline that is not following the rules. The informal leadership communication style is a supporting factor in supervision, but on the other hand this does not cause a positive change in the attitude of discipline in employees.

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