

UDC 331

INFLUENCE OF SUPERVISION AND LEADERSHIP ON EMPLOYEE WORK DISCIPLINE IN PT. TELKOM AMBON

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ABSTRACT

This research was conducted in PT. Telkom Ambon with samples amounting to 70 people from the population of 186 people using *simple random* technique. Furthermore, it is analyzed using validity, reliability, multiple linear regression analysis, and analysis of the coefficient of determination. After using a series of statistical tests, this study found that 1) simultaneously and partially the supervision and leadership variables included in this study proved to have a significant influence on the work discipline of the employees of PT. Telkom Ambon; 2) From the 2 (two) independent variables studied, the supervision variable is the dominant variable that affects the work discipline of the employees of PT. Telkom Ambon. This supervision variable becomes dominant because in the work environment at PT. Telkom Ambon required a good and systematic supervision in supporting the completion of work; 3) the relationship between the two factors (supervision and leadership) is quite large namely equal to 51.2% and the remaining 48.8% are other factors that can affect work discipline.

KEY WORDS

Supervision, leadership, work, discipline.

The organization is a system in which there is a cooperative relationship among a group of people to achieve a goal. The phenomenon of modernization and commercialization is inevitable (Elbaar, 2019). To achieve goals in the organization is influenced by various supporting factors. One of the factors supporting the success of an organization is the management of human resources (Muda & Erlina, 2019; Gigliotti et al., 2019; Bagdadli et al., 2019; Vaishnavi et al., 2019; Shen & Zhang, 2019; Taylor et al., 2019). Good human resource management is aimed at increasing the contribution that can be given by workers in the organization towards achieving organizational goals while human resources become the most important wealth owned by the organization. Seeing how important human resources are in every organization's activities, then in the implementation of activities in the organization required someone who has the ability capable in their field, has a great will, has high loyalty to the organization, has a responsible attitude, appreciates time, can carry out his/her obligations for the benefit of the organization and, most importantly namely being disciplined at work.

Employee work discipline can be reflected in attitudes and behaviors such as compliance with organizational regulations, pay attention to and carry out all tasks and what has been ordered by superiors, follow the provisions of the rules that apply while working, careful and thorough in carrying out tasks, savings in working using time, funds and work equipment as well as possible, politeness in working either personally and to superiors and colleagues, and prioritizing the interests of the task or work from other matters.

Discipline is one of the keys to the realization of an organizational goal which is also influenced by leadership. Leadership becomes a central problem in organizational management (Stata, 1989; Easterby-Smith, 1997; Heracleous & Barrett, 2001; Dhir, 2019). There is no organization without leadership because organizations without leadership are like a body without a head. Leadership as an organizational factor is included in improving employee discipline. In addition, the organizational advance and retreat, the organizational life and death, the organizational static or dynamic, the organizational growth and development, whether someone likes or not working in an organization and whether

achieved or not the organization's goals is partly determined by appropriate or not the leadership that applied in the organization concerned. Discipline is also related to courtesy. In terms of courtesy, of course, this is related to how one must behave in society (Elbaar & Misrita, 2019).

Leaders have the duty and responsibility to regulate and mobilize employees who have different attitudes and behaviors. Leadership is an activity where a leader influences subordinates to want to work together to achieve the goals set by the organization. A leader influences his/her subordinates can be conducted in various ways such as giving a better description of the future, motivating, asking for opinions or suggestions, igniting enthusiasm, setting an example, giving opportunities to his/her subordinates, giving responsibilities, encouraging progress and establishing discipline. Leaders become a role model and an example for their subordinates. A leader must set a good example through his/her attitude and actions that are honest, fair, in accordance of words and action and well disciplined.

Recognizing the importance of employee work discipline in carrying out its obligations as a support to the success of the organization and to achieve goals, the role of the leader is crucial in improving the quality of human resources through supervision. Supervision Implementation Guideline is a series of activities as a control that continuously carried out by superiors direct to their subordinates in a preventive or repressive manner so that the implementation of the subordinate's duties runs effectively and efficiently in accordance with the planned activities and applicable laws and regulations. In supervision, the role of the leader is very important. The existence of supervision carried out by a leader can prevent as early as possible the deviations made by subordinates either intentionally or unintentionally. Basically, direct supervisor supervision carried out by carrying out supervision is a management function of a manager and a leader that must be carried out in addition to planning and implementation. Supervision as one of the supervisory activities is the responsibility of every leader to carry out an effective and efficient management or administration within the organization or work unit respectively. The effect of work supervision on employee work discipline is very important to discuss. This is intended to see whether the existence the work supervision can affect on the improvement of employee work discipline at this company. With the existence of the effective and efficient work discipline of the chairman of the foundation then morale will emerge and employees will work diligently and with high discipline and responsibility so that employee performance can improve. Leadership style performed by the leader is very influential on employee performance, because the assessment on the level of work discipline is always conducted so that employees are always disciplined and obey the rules that apply in the company. The following are the results of direct observations conducted by researchers on the weaknesses of the implementation of supervision at PT. Telkom Ambon:

- Leader supervision that lack on the employee performance;
- There are employees who do not work during working hours;
- Employees who work according to their own will;
- Negligence often occurs while on duty because there is no strict supervision from the leader;
- Lack of motivation and enthusiasm for work;
- Lack of employee responsibility at work.

The following are the results of direct observations made by researchers on the weaknesses of the leadership of company leaders at PT. Telkom Ambon:

- Company leaders who rarely conduct counseling or reprimand their subordinates;
- Company leaders who are not sensitive to their employees;
- Lack of communication between company leaders and employees;
- Company leaders who are less assertive towards employees who lack discipline in work;
- Company leaders who rarely control employees when work activities are in progress.

The following are the results of direct observations made by researchers on the weaknesses of work discipline at PT. Telkom Ambon:

- Erratic work hours, which in Monday - Thursday rules should be at 08.00 WIB and Friday at 07.00 WIB;
- The use of an irregular leave schedule;
- There are some employees who go home during working hours;
- Less firm of leaders on employees;
- Too much tolerance for employees without issuing warning letters;
- There are some employees who leave during working hours (not the duty from the office);
- There are employees who leave earlier than the specified hours.

With the existence of employee work discipline problems that seem to decline in PT. Telkom Ambon needs efforts that can improve employee work discipline again. The problem that then arises is whether supervision and leadership can improve employee discipline better or vice versa. In connection with this, then the authors are interested in conducting further research on the effect of supervision and leadership on employee work discipline at PT. Telkom Ambon.

George R. Terry (2006: 395) defines supervision as determining what has been done, which means evaluating work performance and, if necessary, implementing corrective actions so that the work is in accordance with the plans that have been set. Dale (in Winardi, 2000: 224) said that supervision not only looks at things carefully and reports on the results of monitoring activities, but also implies improving and aligning them so that achieve the goals that are in accordance with what is planned. Admosudirdjo (in Febriani, 2005: 11) said that principally supervision is the whole activity that compares or measures what is or has been carried out with criteria, norms, standards or plans that have been previously determined. From the various opinions above it can be concluded that supervision is a form of supervision carried out by the direct supervisor or leader of an organization that aims to oversee all work that is the responsibility of an employee to be able to run well and obtain a good result in accordance with the goals that set together.

According to Siagian (2008: 115-116) the supervision process is basically carried out by administration and management using two kinds of techniques, namely: direct supervision, and indirect supervision.

According to Terry (in Kartono 2002: 57) leadership is the activity of influencing people so that they like trying to achieve group goals. Leadership is the process by which an agent causes subordinates to behave in a certain way (Benis, in Kartono 2002:57). Furthermore Sutarto (2001: 25) argues that leadership is a series of structuring activities in the form of the ability to influence the behavior of others in certain situations to be willing to work together to achieve the goals set. Leadership is a matter of relationship and influence between the leader and the follower (Kartono 2002:6). According to Siagian (in Sedarmayanti 2011: 249) leadership is the core of management because leadership is the driving force for human resources and other natural resources.

Tead (in Kartono 2002: 44-46) stated ten qualities of a leader, namely: physical and mental energy, awareness of goals and direction, enthusiasm, friendliness and love, integrity, technical mastery, decisiveness in decision making, intelligence, teaching skills, and Trust. According to Terry (in Kartono 2002: 47-50) ten qualities of a superior leader, namely: strength, emotional stability, knowledge of human relations, honesty, objectives, personal encouragement, communication skills, teaching skills, social skills, technical skills and managerial skills.

Discipline is a form of employee self-control and regular implementation shows the level of sincerity of work teams in an organization (Simamora, 2005:611). According to Fathoni (2006: 172) Discipline can be interpreted if employees come and go home on time, do all the work well and comply with all company regulations and social norms that apply. Saydam (2000: 208) said that a good form of work discipline will be reflected in the atmosphere: the high sense of employee concern for achieving the goals to be achieved, the high enthusiasm and passion of work and employee work initiatives in doing work, the high sense of responsibility of employees to carry out the task as well as possible, the

development of a sense of belonging and a high sense of solidarity among employees, increasing work efficiency and productivity. Discipline covers various fields and perspectives, according to Guntur (1996: 34-35) there are several disciplinary attitudes that need to be managed at work, namely: discipline over time, discipline on targets, discipline on quality, discipline on work priorities, discipline on procedures. The criteria used in the work discipline can be grouped into 3 indicators of work discipline among others: time discipline, regulatory discipline, and responsibility discipline.

According to Schermerhorn in Ernie and Saefullah (2005: 317), defining supervision is a process in determining performance measures in taking actions that can support the achievement of expected results in accordance with the predetermined measurements. Meanwhile, according to Mathis and Jackson (2006: 303), states that supervision is a process of monitoring the employee performance based on standards to measure performance, ensuring the quality of performance assessment and retrieval of information that can be used as feedback on the achievement of results which communicated to employees. Supervision in an organization is carried out in stages so that it can be more effective in improving employee work discipline, where the leader or supervisor can directly supervise or monitor his/her subordinates either directly or indirectly so that all behaviors and work related to organizational progress can be resolved properly.

In an organization the role of a leader is very important, this is because a leader is the brain of an organization. Leaders of an organization make decisions, make basic plans and determine organizational goals so that the success of an organization is largely determined by the ability of its leaders. Kartono (2002: 62-67) argues that leadership methods among others giving commands, giving reproach and praise, fostering the personal behavior of the right leader, being sensitive to suggestions, strengthening the sense of group unity, creating self-discipline and group discipline and reducing rumor and issues that are not true. To see the success or failure of the leader in an organization is done by observing and recording the qualities of the leader including in terms of improving employee work discipline. A leader must have the ability to direct the employees to be able to comply with existing regulations in the organization.

Many indicators affect the level of employee discipline in an organization, among others: goals and abilities, leader example, repayment, justice, care, sanctions, assertiveness and humanitarian relations (Hasibuan 2005:194). Situmorang and Juhir (1998: 80) say that if supervision is seen as a management function, then leadership integrity, exemplary is very important here. In addition, it requires the ability and courage of the leadership to take follow-up steps. In management, a human must accept supervision as something natural. Supervision is very closely related to discipline and responsibility in the implementation of work.

Based on the description above, the framework for this research can be shown as follows:

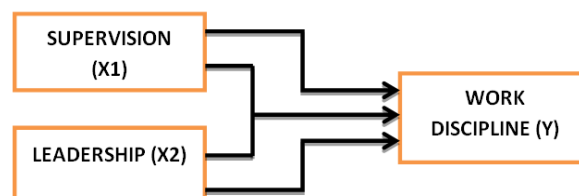


Figure 1 – Research Framework

The proposed hypothesis is:

- It is suspected that simultaneously and partially there is a significant positive effect between the supervision and leadership variables on the work discipline of the employees of PT. Telkom Ambon;
- It is suspected that the supervision variable has a dominant influence on the work discipline of the employees of PT. Telkom Ambon.

METHODS OF RESEARCH

This research was conducted at PT. Telkom Ambon. The population in this study equal to 186 employees who are permanent employees while the total sample taken amounted to 70 using *simple random* techniques. As for the main points of the contents of this research questionnaire are the indicators of inherent supervision variables include: direct supervision, indirect supervision and leadership variables include: intelligence, exemplary, managerial skills. While the work discipline variables include: time discipline, regulatory discipline, responsibility discipline.

RESULTS AND DISCUSSION

Based on calculations using SPSS obtained the Pearson product moment correlation results among X1, X2 and Y with $r = 0.235$ as follows:

Table 1 – Product Moment Correlation Test

Variable	Question Item	Correlation Value	$R_{table} (\alpha = 0.05)$ $n = 70$	Information
Supervision (X1)	X1.1	0.537	0.235	Valid
	X1.2	0.331		
	X1.3	0.341		
	X1.4	0.367		
	X1.7	0.547		
	X1.8	0.402		
	X1.9	0.608		
	X1.10	0.768		
	X1.11	0.677		
	Leadership (X2)	X2.1		
X2.2		0.614		
X2.3		0.628		
X2.4		0.325		
X2.5		0.666		
X2.6		0.487		
X2.7		0.557		
Work Discipline (Y)	Y1.1	0.808	0.235	Valid
	Y1.2	0.767		
	Y1.3	0.498		
	Y1.4	0.534		
	Y1.5	0.575		
	Y1.6	0.589		
	Y1.7	0.692		
	Y1.8	0.760		
	Y1.9	0.542		
	Y1.10	0.302		

Source: Primary Data Processed, 2020.

Table 1 shows that the question item from the supervision, leadership and work discipline variables have a significant correlation value so that the questions raised declared valid and worth to be analyzed.

Table 2 – Reliability Test

Variable	Alpha coefficient	Information
Supervision	$0.646 \geq 0.6$	Very Reliable
Leadership	$0.622 \geq 0.6$	Very Reliable
Work Discipline	$0.816 \geq 0.6$	Very Reliable

Source: Primary Data Processed, 2020.

Reliability testing is carried out using the Cronbach Alpha formula, where the reliability testing of instruments is carried out on question items that have validity. The instrument is

declared reliable if the value of the reliability coefficient obtained reaches at least a critical value of 0.6. The reliability test results presented in Table 2. shows that each reliability coefficient value is greater than 0.6 so that the instrument used is declared reliable.

Based on calculations using SPSS Statistics 17.0 obtained the results of testing simultaneously between supervision and leadership variables have a very real influence on the work discipline of employees of PT. Telkom Ambon, with the equation of $Y = 1.020 + 0.798X_1 + 0.393X_2$ and $F_{\text{calculate}} > F_{\text{table}}$ ($35.091 > 3,13$), so that H_0 is rejected. Test results partially to determine the effect of supervision on work discipline obtained a regression equation of $Y = 1.020 + 0.798X_1$. The results of the calculation of $t_{\text{calculate}} > t_{\text{table}}$ ($6.871 > 1.996$) this means that H_0 is rejected, meaning there is a positive and significant influence of supervision on work discipline. Furthermore, to determine the effect of leadership on the work discipline of PT. Telkom Ambon, with a regression equation of $Y = 1.020 + 0.393X_2$. Partially the leadership variable has a real influence on the work discipline of the employees of PT. Telkom Ambon, because the analysis results show the value of $t_{\text{calculate}} > t_{\text{table}}$ ($2.514 > 1.996$), thus H_0 is rejected, meaning that there is a significant influence between leadership on the work discipline of the employees of PT. Telkom Ambon.

From the 2 (two) independent variables studied, the supervision variable is the dominant variable that affects the work discipline of the employees of PT. Telkom Ambon. This is evidenced by the magnitude of the highest regression coefficient value namely 0,798 compared to other independent variables, besides that the value of $t_{\text{calculate}}$ of the supervision variable also has the greatest value of $t_{\text{calculate}}$ namely equal to 6.871. So it is statistically proven that the supervision variable has a dominant and real influence.

Furthermore, by using the SPSS Statistics 17.0 application, then obtained the calculation results of the determinant coefficient = 0.512×100 percent = 51.2 percent is the value of the magnitude of the influence of supervision and leadership on the work discipline of the employees of PT. Telkom Ambon. Thus the remaining effect of 48.8 percent is the influence of other variables.

DISCUSSION OF RESULTS

After the data analysis and the hypothesis testing as stated above, the following is a discussion of the research results that connected with the theory used in this study.

This study found that supervision has a positive and significant influence on the employee work discipline of PT. Telkom Ambon. The findings of this study inform that supervision of each employee of PT. Telkom Ambon is always done by the management. Supervision conducted by the management of PT. Telkom Ambon, described: Determine the size/measurement of the implementation, provide assessment, conduct the corrective. The size/measurement of this implementation is intended, among others, such as the determination of quality standard on various targets in work such as concerning the quality of work, how to complete the work, the timeliness of completion of a job. Then later the management or employer provides an assessment or correction to all types of work carried out by employees of PT. Telkom Ambon. Corrections on each employee are always taken seriously. Of course the good ones have been retained, while if it turns out there are still deficiencies it must be corrected.

While the consequences of this supervision are expected to increase the discipline of the employees of PT. Telkom Ambon which can be described as: time discipline, regulatory discipline, responsibility discipline. In the linear regression analysis technique is to test the truth of the hypothesis, namely "supervision" affects on the "work discipline" of the employees of PT. Telkom Ambon. Based on the results of the linear regression analysis test, it is known that the supervision variable has an influence on employee work discipline. So it is stated that "supervision" has a significantly positive effect on the "work discipline" of the employees of PT. Telkom Ambon. Based on the results of the t-test showed that the partial supervision variable has a significant effect on employee work discipline. With this result it means that the implementation of supervision has been applied to the employees of PT.

Telkom Ambon, then supervision has a strong relationship and is one of the important factors in the work discipline of the employees of PT. Telkom Ambon.

Furthermore in this study also found that leadership significantly affects the work discipline of the employees of PT. Telkom Ambon. This shows the role of leadership factors on the employee work discipline of PT. Telkom Ambon. Factors of intelligence, exemplary, managerial skills are the forming factors of the leadership variable. The findings of this study inform that these factors have a positive relationship on employee work discipline at PT. Telkom Ambon. According to Newstrom (2011): leadership is the process of influencing and supporting others to work enthusiastically towards the goal achievement. Leadership is an important factor that helps individuals or groups identify their goals, and then motivate them in achieving their stated goals. These factors are the positive nature of a leader as written by Newstrom (2011) in Wibowo (2013). Factors which included in primary traits such as honesty and integrity, personal encouragement and energy, the desire to lead, and self confidence become very important factors in making leadership lasting and favored by subordinate. Whereas secondary traits such as cognitive abilities, charisma, flexibility and adaptability, positive love and warmth, creativity and originality, and knowledge of business are very important for a leader to be followed and cared for by followers.

Every leader always tries to make his/her subordinates have good discipline. A leader is said to be effective in his/her leadership, if his/her subordinates are well disciplined. The leader's exemplary is very instrumental in determining employee discipline because the leader becomes the exemplary and role model of his/her subordinates. Leaders must set good examples, be disciplined, honest, fair, as well as their words and deeds are consistent. With the exemplary of a good leader, the discipline of subordinates will also be good (Hasibuan, 2012).

The results of this study support the research conducted by Susanty, A, and Baskoro, SW (2012) who find that leadership has a significant positive impact on employee work discipline.

CONCLUSION

Based on the above results it is known that the two hypotheses proposed, namely: supervision and leadership simultaneously and partially have a significant positive effect on the work discipline of the employees of PT. Telkom Ambon.

Supervision and leadership are factors that can affect work discipline. The relationship between the two factors is quite large namely equal to 51,2% and the remaining 48,8% are other factors that can affect work discipline. These other factors must also be owned by PT. Telkom Ambon besides the two factors that have been discussed in this study so that the achievements of the work discipline of employees of PT. Telkom Ambon more optimum.

This research shows that supervision needs to be increased again by the way the supervisor must be active and directly supervise the behavior, morals, attitudes, work enthusiasm and achievements of his/her subordinates and civilize the supervision in the administration and management system in all fields and followed by concrete and appropriate follow-up steps. And the leadership of PT. Telkom Ambon needs to be improved by having behaviors that can be modeled by their subordinates, and having good mentality, having enthusiasm in working, having integrity, technical mastery, extensive knowledge, decisiveness in making decisions so that employee work discipline can be created properly.

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