

The Role of Supervision in Improving Employee Work Discipline in the Sinjai Regency DPRD Secretariat

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Abstract. The role of supervision in improving employee discipline in the Sinjai Regency DPRD Secretariat. This research is a type of descriptive research, aimed at determining the role of supervision in improving employee discipline in the Sinjai Regency DPRD Secretariat. There are informants in this study, namely the Secretary of the Sinjai Regency DPRD, the Head of the Supervision and Budgeting Facilities Section, the Head of the Trial and Legislation Sub-Division, the Legislative Drafting Analysis Section Employee, the Legislative Drafting Section Employee. The data collection techniques used are observation, interviews and documentation. Data analysis techniques used, namely data collection, data condensation, data presentation and conclusion/verification. The results showed that supervision in the secretariat of the Sinjai Regency DPRD played a very important role in improving employee work discipline, judging from the indicators, namely setting standards for implementation or planning, work measurement, work assessment and corrective actions. Because by supervising, it will assess the work activities carried out by employees so that they will know the extent of employee work performance. Therefore, by conducting supervision, it will be easier to prevent if at any time in the implementation of activities there are irregularities committed by employees.

Keywords: Supervision, Work, Discipline

1. Introduction

Constitution of the Republic of Indonesia Year 1945 mandates that the Unitary State of the Republic of Indonesia is a people's sovereign state which in its implementation adheres to popular principles led by wisdom in consultation / representation, therefore it is necessary to realize people's consultative institutions, and regional people's representative institutions that are able to fight for people's aspirations including regional interests to be in accordance with the demands of the development of national and state life. In the administration of government, the government apparatus is one of the important factors that control the process of taking place government / good government. Good governance as an implementation of solid and responsible development management in line with the principles of democracy and efficient markets, avoidance of misallocation of investment funds and prevention of combustion both politically and administratively, carry out budget discipline and create a legal and political framework for the emergence of business activities.

In a private company or government agency, humans who carry out their duties and obligations are called employees. Given how important the position of employees in an organization, in the implementation of its activities it is necessary for employees who are capable in their abilities, strong willing, respect time, high loyalty to the organization, can carry out their obligations for the benefit of the organization above personal interests and be disciplined at work. An organization certainly does not want employees who work as they please but wants employees who work hard followed by high work discipline. (Andi, 2019; Imbron, 2020; Mannayong & Haerul, 2020) Work is a person's work to work regularly, diligently regularly, diligently continuously and work in accordance with applicable rules by not violating the rules that have been set (Sinambela, 2016). This means that without good employee work discipline, it is difficult for organizations or agencies to realize the goals of the organization. So, discipline is the key to the success

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of an organization in achieving its goals (Cay, Sartika, Sumiaty, Meryanti, & Sunarsi, 2021; Niswaty & Didin, 2020; Suprpto, Pomalingo, & Akib, 2018)

In order for the planned organizational goals to be achieved, employees need to be directed in accordance with organizational goals, so that employees are expected to be able to do work in accordance with what has been determined and not deviate from the provisions/regulations that have been made (Niswaty, Basit, Nur, & Arhas, 2023). To still be able to know the implementation of activities carried out by employees so as not to deviate from the provisions / regulations, a concrete action is needed. The real action is with supervision. According to Terry (2012), supervision is determining what has been achieved, evaluating and implementing corrective actions, if necessary, ensuring results that are consistent with the plan. Thus the main objectives of supervision are measuring compliance with policies, maintaining resources owned by the organization or agency, achieving information and integrating existing information in the organization and ongoing performance and establishing the level of deviation that then seeks appropriate solutions. With the regulations and supervision of the leader or direct supervisor, it is expected that employees can have a disciplined attitude at work, with the discipline attitude they have will make it easier to direct and carry out work instead of working on the basis of fear of threats, punishments. However, it is expected that employees can work on the basis of high self-awareness in order to achieve organizational goals. (Jamaluddin, Saleh, Salam, & Arhas, 2022)

The Sinjai Regency DPRD Secretariat is one of the organizers of local government, one of whose duties and authorities is to form regional regulations together with the regent and carry out supervision of the implementation of Regional Regulations and APBD. In carrying out activities in the office, of course, must carry out supervision. This supervision works by supervising all work done by employees in the form of direct and indirect supervision so that this supervision can prevent employee delays, leaving prematurely without clear information, chatting casually during activities, leaving the office without permission. With this supervision, of course, it is hoped that the creation of better work discipline than the previous days.

2. Method

The research uses a qualitative approach. Qualitative research method is a research method based on the philosophy of post positivism, used to examine the conditions of natural objects, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive / qualitative and qualitative research results emphasize meaning rather than generalization.

The focus of the study refers to four supervisory indicators, namely the establishment of implementation or planning standards, work measurement, performance appraisal and corrective action. This indicator is used to determine the role of supervision in improving employee discipline in the Sinjai Regency DPRD Secretariat. To obtain accurate and objective research results, in data collection, researchers use primary and secondary data sources.

Data collection techniques used in this study were observation, interviews and documentation. The informants in this study were the Secretary of the Sinjai District DPRD, the head of the supervision and budgeting facilities section, the head of the trial and legislation sub-division, the legislative drafting analysis section employee, the legislative drafting agency. The techniques for checking the validity of the data used are extension of observations, research diligence, research, and member checks. Data analysis techniques using the Miles et al model (2014) That consists of condensing data, carried out for the selection or selection process, simplifying and replacing data contained in field notes, interview transcripts, documents and empirical data, then

presenting data, to collect information that has been condensed so that a conclusion can be drawn, and the last is conclusion, drawing conclusions from everything that has been obtained as a result of research.

3. Results and Discussion

The Regional People's Representative Council of Sinjai Regency is a legislator who develops the mandate of the community in controlling and providing corrections and input to the advice of the executive in the form of local regulations and other legal products. In order for the goals of the planned organization to be achieved, employees need to be directed in accordance with the goals of the organization so that concrete actions in the form of supervision are needed. Supervision has the task of functioning, namely monitoring and monitoring the implementation of the plan whether the plan has been carried out in accordance with what is expected and has the main objectives of measuring compliance with policies, maintaining resources owned by the organization, achieving information and integrating information in the organization and ongoing performance and determining the level of deviation which then looks for appropriate solutions. To find out a description of how the role of personnel in the Sinjai Regency DPRD Secretariat. So the researcher processed and presented the data that had been obtained during the research using observation, interview and documentation techniques presented in descriptive form by adjusting the grand theory used, namely the theory proposed by Handoko regarding supervision which was divided into 4, namely setting standards for implementation or planning, work measurement, work assessment, corrective action.

3.1 Setting standards for implementation or planning

The establishment of implementation standards or supervisory planning is one of the factors causing the achievement of good work discipline because if the implementation or planning standards are not set, there is no benchmark for a supervisory process.

Regarding the establishment of standards for implementation or planning of supervision in the Sinjai Regency DPRD itself, Mr. JR as secretary of the DPRD stated that:

"Implementation or planning standards are very important to be set in supervision because with the implementation standards, the supervision process will be easier to do and employees will be more aware of things that are obligations starting from employees coming to the office, the process of working to the completion of all activities carried out in the office".

It was also explained by Mr. AF as the head of the supervision and budgeting facility that:

"Implementation or planning standards become a benchmark for employees in carrying out work, the existence of these implementation standards will further increase discipline in working so that all work carried out in the office can run as expected".

Furthermore, Mr. MS explained as the head of the conference and legislation *"The preparation of standards for the implementation of an activity related to the direction of activities to be carried out, the process and output of activities, then determines the stages of employee performance which become standard implementation standards, supervisory planning refers to the standards for the implementation of activities that have been determined because it is the basis for carrying out supervision. The formation of implementation standards that are prepared based on the direction of activities to be carried out is very important so*

that work is more focused, standards will be determined after the completion of the determination of the work program to be implemented and are flexible in their determination which can be reviewed as needed".

Based on the results of interviews and direct observations, researchers concluded that implementation or planning standards at the Sinjai Regency DPRD Secretariat are very important to be set because they are a benchmark in carrying out supervision of employees because with the implementation standards, it will be easier for leaders to supervise activities and employees have a benchmark in carrying out work.

3.2 Work Measurement

Work measurement is the process of measuring the level of progress of work carried out by employees against the goals and objectives of predetermined activities. Employee performance can be said to be good if in measuring the performance of employees it is found to be in accordance with the established implementation standards, but in performance measurement it is found not in accordance with the implementation standards, then employee performance is not optimal and needs evaluation actions against employees.

In relation to the above, it is explained related to the measurement of work in the Sinjai Regency DPRD Secretariat by Mr. MS as Head of the Session and Legislation as follows:

"Measurement can be done from what is targeted related to the standards used have been set, based on the standards that have been set, it can measure employee performance, whether it has met the established standards or not, if it meets the standards it means that employee performance measurement is good to be maintained, and vice versa if it does not meet the standards that have been set, it is necessary to conduct an evaluation".

Furthermore, explained by Mrs. MM, the drafter of the laws and regulations, explained that:

"Work measurement can be done by looking at the daily lives of employees in the office such as their performance in carrying out the tasks given to an activity carried out whether it has run well or not in accordance with what was previously expected".

In addition to work measurement, leadership methods are also needed in supervising employee performance so that work measurement can be more efficient and effective in measuring the level of employee work discipline,

The method of supervision was explained by Mr. MS as the head of the trial and legislation, namely:

"Supervision is carried out by office methods so that supervision is carried out in stages from the Secretary supervising the section head, the section head supervising the subdivision to the lowest structure which later the reporting will also be tiered up to the Secretary".

More details were explained by Mr. JR as secretary of the Sinjai Regency DPRD, namely:

"In carrying out supervision, there are 2 methods used, the direct supervision method is to directly assess employees, go down together with the pimpian, Secretary and section head for observation and accompany in the process of activities carried out by employees both inside and outside the office. Indirect supervision is carried out by the head of the section to obtain information on what problems or problems are faced or carried out by employees".

From the results of interviews and direct observations, researchers can conclude that the measurement of work carried out at the Sinjai Regency DPRD Secretariat on employee performance is seen directly from the activity process whether it has been

carried out properly and in accordance with the set target, if in work measurement it is found that activities have not been carried out properly, then the performance of the pegawai is not in accordance with the standards that have been set and needs to evaluate and correct actions and in the Secretariat of the Sinjai Regency DPRD has direct and indirect methods in carrying out supervision, namely direct supervision of the leadership directly supervising employees in carrying out their work and indirect supervision, namely the Secretary receives reports from section heads which will then be reported to the leadership.

3.3 Performance Appraisal

Performance appraisal is the process or activity of a company or agency to evaluate and communicate how employees do work by comparing the results of their work with a set of standards that have been set in an activity that is used as a basis for consideration in achieving an activity to be carried out.

In this regard, explained by Mr. AF as Head of the Supervision and Budgeting Facility, namely:

"In the implementation of an activity, all employees have been assigned their respective tasks, with the distribution of tasks, it will be easier for leaders to evaluate employee performance effectively and efficiently".

More details have been explained by Mr. MS as the head of the trial and legislation, namely:

"The assessment is carried out by making observations through daily life and employee performance results, if the performance measurement is far from the standard it will be investigated, and the investigation is carried out with various strategies such as asking colleagues, seeing the daily lives of employees in the office and seeing the results of work from an activity carried out".

In conducting employee work assessments, there is a work discipline assessment procedure that has been established, in this regard, Mrs. MM stated that

"The assessment carried out by the leadership is in accordance with established procedures".

More details have been explained by Mrs. IYB as an analysis of laws and regulations explaining that:

"The work assessment carried out by the leader is in accordance with established procedures based on the recapitulation of employee attendance at the time of entry to work and when returning home from work using manual attendance and fingerprints and there is a policy if you have information about illness, leave and permission from the leadership".

Based on the results of the interview, the researcher concluded that the assessment carried out by the leadership at the Sinjai Regency DPRD Secretariat was in accordance with the previously established procedures and assessed in 2 ways, namely the investigation of the daily life of employees in the work process carried out and from the recapitulation of employee attendance at the time of entry to work and when returning home from work.

3.4 Corrective Action

Corrective action is an activity or process carried out if it has carried out supervision of the activity whether it has met the implementation standards or even does not meet the implementation standards that have been previously set. Based on this, Mrs. MM as the drafter of the laws and regulations explained that:

"If in supervision it is found that there are irregularities committed by employees, sanctions are given in the form of verbal reprimands, warning letters three times and if not heeded, immediate dismissal from office will be carried out".

Furthermore, explained by Mrs. IYB as the analysis of the drafter of the legislation, explained that:

"When you have carried out supervision and found that there are irregularities, sanctions are given to employees who commit these irregularities in stages starting from the most basic, namely direct reprimands to employees, if they are not heeded, they will be given a written reprimand, namely a warning letter where this warning letter up to 3 times, if never heeded, dismissal from office".

In addition to the explanation above, it was also explained by Mr. MS as the head of the trial and legislation, namely:

"When irregularities are found by employees, the sanctions are carried out in stages starting from direct reprimands, written reprimands that have 3 levels, namely warning letter 1 if not heeded will be given a warning letter 2 to the third warning letter if not heeded will make employees who commit deviations will be degraded and even dismissed from office".

From interviews and observations, researchers concluded that when the leadership in the Sinjai District DPRD Secretariat has carried out all stages of supervision and found that there are employees who are not in accordance with their work with the standards that have been set, sanctions will be issued gradually starting from direct sanctions in the form of verbal reprimands, the first warning letter to the third warning letter, and the last is dismissal from office.

Discussion

3.1 Establishment of Implementation or Planning Standards

The establishment of implementation or planning standards is the main thing that must be held in the implementation of a supervision because with the implementation or planning standards can be clearer the direction of supervision and employees in carrying out their work can make these implementation or planning standards a benchmark when carrying out a job or responsibility. In addition, setting standards for implementation or planning can play an important role in improving employee work discipline because setting standards is an element that can be used to provide employee stimulus or stimulation, meaning that the better the standards set, the better the level of employee discipline in carrying out their work. The existence of good supervision in the office is certainly one key in creating a good employee work discipline.

This research is in line or relevant to the research of Arhas et al., (2021) saying that "setting implementation or planning standards is very important to be set as a benchmark and measure of assessment of the results of the activities carried out". Based on observations, researchers found that employees in the secretariat of the Sinjai Regency DPRD increased their work discipline if implementation standards were set because they had benchmarks in carrying out all activities or activities in the office. From this description, researchers can conclude that setting implementation standards in the secretariat of the Sinjai Regency DPRD is very important to be applied in the implementation of supervision to more easily improve employee work discipline.

3.2 Work Measurement

Work measurement is carried out to determine the level of achievement of predetermined goals, so leaders must use supervisory methods in measuring the level of employee work discipline in carrying out their work where the method is divided into two, namely direct supervision methods and indirect supervision methods. The direct supervision method is carried out by the leader by directly assessing the work done by employees while the indirect supervision method is that the leader receives a report from each section leader whether the work carried out by employees has been running and in

accordance with predetermined standards. This research is in line with Effendi's theory that the methods of supervision are as follows: 1) direct supervision, namely supervision carried out by the head of the organization directly on the activities being carried out by employees which can be in the form of (2014) direct inspection, direct observation and making reports on the spot 2) indirect supervision, namely supervision carried out remotely in the form of reports submitted by employees such as oral reports, reports in writing as well as special reports

Based on observations, researchers found that work measurement is necessary to be carried out and in measuring work, a supervisory method is needed to assess the level of work carried out by employees. The secretariat of the Sinjai District DPRD carries out supervision with direct supervision and indirect supervision in accordance with interviews conducted by researchers. From the description above, researchers can conclude that leaders in measuring work need methods in conducting supervision to measure employee performance, namely by direct supervision and indirect supervision.

3.3 Performance Appraisal

Work appraisal is an evaluation activity of the activities carried out whether the implementation of activities to the completion of an activity is in accordance with predetermined standards, if the assessment is not in accordance with the standards that have been set, corrective action is needed what are the obstacles so that there are deviations made by employees. This research is in line with the theory put forward by Akil et al., employee (2020) performance appraisals must be carried out to find out the achievements that can be achieved by each employee. Whether the achievements achieved by each employee are good, medium, or less. Achievement appraisal is important for every employee and is useful for the organization to make decisions and determine subsequent policy actions. To conduct employee work assessments have been stipulated in article 12 paragraph (5) and paragraph (6) Work discipline assessments are carried out based on recapitulation of employee attendance at the time of entry to work and when returning from work. Furthermore, it is explained in article 13 paragraphs (1, 2, 3 and 4) that the assessment of work discipline is carried out based on the recapitulation of employee attendance and does not become an element of reducing assessment in terms of illness, leave or permission. Sick notification letter from the person concerned for a maximum of 2 days and a sick certificate from if more than 2 days and a maximum of 14 days. Leave that is not more than 12 (twelve) working days in 1 (one) month and permission that is not more than 3 (three) days in 1 year in consideration of the immediate supervisor. Recapitulation of employee attendance based on article 14 is proven by electronic attendance/fingerprint/manual attendance. Sinjai Regent Regulation Number 19 of 2020 Concerning Guidelines for Providing Additional Employee Income within Local Governments

Based on the observations, researchers found that the assessment of employee work in the DPRD Secretariat is very important to measure the extent of the level of achievement achieved by each employee in carrying out the work of each activity carried out so that the performance appraisal will help the leadership to evaluate if there are irregularities made by employees so that in the future it will be more helpful in improving employee work discipline. From the description above, researchers can conclude that it is important to conduct work assessments on employees so that leaders can find out the level of work discipline carried out by employees in carrying out work or activities to achieve the goals of an organization and based on the results of interviews conducted by comparing the procedures stipulated by Sinjai Regent Regulation Number 19 of 2020 Article 12 paragraph (5) to Article 14, The assessment carried out by the leadership at the Sinjai District DPRD Secretariat has fulfilled the established procedures.

3.4 Corrective Action

Corrective action is an action taken by the leader if in the implementation of an activity a discrepancy is found between the standards that have been set and the results of the work of employees, so that the corrective actions taken are expected to be able to prevent the repetition of things that are the cause of deviations in employee performance so as to improve the quality and quality of employee work.

In the implementation of observations, researchers confirmed that in the secretariat of the Sinjai Regency DPRD, in every activity carried out, direct supervision for the implementation of activities in accordance with the expected goals, therefore if there are deviations made by employees, the leadership will take corrective actions so that work in the next activity employees will be more disciplined at work. The actions taken by the leader in preventing the repetition of deviant actions committed by employees will take steps gradually starting from verbal reprimands, if not heeded it will issue a warning letter gradually up to the third warning letter, if it is not heeded then the leader will fire directly. Based on the description above, it can be explained that corrective actions are very important to be determined which are steps to avoid deviations or prevent repetition of deviations made by employees so that with such steps employees will be more so that with such steps it is hoped that it will further increase employee discipline in doing work so that the goals of the organization can run in accordance with the expected goals.

4. Conclusion

Based on the results of the research and discussion that have been described, researchers can conclude that supervision plays an important role in improving employee discipline in the Sinjai Regency DPRD Secretariat in terms of each indicator, namely setting standards for implementation or planning, work measurement, performance appraisal, and corrective actions.

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