



## The Influence Of Motivation, Supervision, and Leadership On Employee Discipline At The Office Of The National and Political Unity Agency (KESBANGPOL) Seram Bagian Barat District

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**Abstract.** The purpose of this study was to determine the effect of motivation, supervision, and leadership on the work discipline of employees of the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency. The research approach that will be used in this research is a quantitative approach. In this study, the population in this study were all employees at the Office of the West Seram Regency National and Political Unity Agency (Kesbangpol) which amounted to 35 people, where the entire population was used as a research sample using the saturated sample method, the sample used was 35 people. The data were analyzed using the classical assumption test, multiple linear regression, hypothesis testing and the coefficient of determination test. The results of the study found that motivation, supervision, leadership partially and simultaneously affect the work discipline of employees of the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency.

**Keywords:** Motivation, Supervision, Leadership, Work Discipline

### 1. INTRODUCTION

Organizations, both public and private, should adjust their work to the development of the institutional situation at hand. Reliable and quality human resources are one of the most important capital dominant in facing the current era of globalization. Realizing how important human resources are, it can even be said to have become a basic requirement for organizations so that all of them try to improve themselves through human resource management in order to live and be able to answer the challenges of the times. The challenge that will be faced by humanity in the future is to create organizations that are increasingly diverse but at the same time demand increasingly efficient, effective and productive management.

(Handoko, 2015). Organizations that carry out service missions to the community, such as the National and Political Unity (Kesbangpol) of Seram Bagian Barat Regency, employees are required to have discipline, quality and capability to work carefully. The reason is that the success of such a service type organization is judged by how high the stakeholders (parties receiving services) are satisfied with the services they receive. On the other hand, the level of stakeholder satisfaction varies and is not easy to measure. In this context, an employee needs to have a good level of discipline so that he is still able to maintain and maintain the characteristics of his service. (Hakim, 2011). The right motivation will spur the driving force

to create a person's work enthusiasm so that they want to work together effectively and integrated with all their efforts to achieve satisfaction, besides that motivation can be a cause or support a person's behavior so that the person wants to work hard and enthusiastically to achieve optimal results. Discipline is one of the operative functions of the manager. Without good employee discipline, it is difficult for government agencies to achieve optimal results. Employee work discipline can be seen from the completion of tasks and obligations (Kartono, 2015).

To control employee work discipline, supervision is needed from the organization's leadership. Supervision is very important in improving employee discipline. In order to encourage employee discipline, a mutually beneficial working relationship between leaders and employees is needed. Employees show a high level of discipline for the progress of the organization, while the leadership provides feedback on employee discipline, namely providing rewards (compensation) for disciplined employees and punishment (punishment) for employees with low discipline Hasibuan (2012), "supervision is the process of observing the implementation of all organizational activities to collect data in an effort to find out the achievement of goals and what difficulties are encountered in that implementation". With the supervision of the leadership, it can find out the real activities of every aspect and every problem of carrying out tasks within the respective organizational units, then in the event of a deviation, it can immediately take corrective steps and necessary actions in accordance with the previously established plan and applicable laws and regulations.

The task of a leader to supervise employees within the scope of his organization in the process of carrying out work and the factors that exist in each individual employee who causes the employee to be active at work and have high discipline at work. A good organization has a clear organizational structure and tasks, so that the supervisory function which is the duty of the leaders can be easily carried out. The occurrence of irregularities results in decreased work discipline, therefore every ongoing activity in the organization must be based on management functions, one of which is the supervisory function so that organizational goals can be achieved efficiently and effectively (Hasibuan, 2012).

The leadership factor is also one of the elements that influence work discipline. A leader is needed to direct disciplined employees at work in order to achieve organizational goals, because the quality of leadership contained in an organization plays a very dominant role in the success of the organization in carrying out its various activities, especially seen in the work discipline of its employees (Siagian, 2010). The problem faced by the Public Works and Public Housing Office of Aceh Tamiang Regency is that the top leader is not always at the agency

which makes less supervision by the top leader on employees so that employee work discipline is low. The success of an organization is highly dependent on the quality of leadership contained in the organization concerned. In fact, it can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in carrying out various real activities, especially seen in the performance of its employees (Siagian, 2010). Rivai (2009) states, leadership functions consist of: instruction, consultation, participation, delegation, and control.

## **2. THEORETICAL STUDIES**

### **Work Discipline**

Rivai (2009) argues that "work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms". Hasibuan (2014) states that work discipline is the desire and awareness to obey company regulations and social norms. Based on the theory above, the author comes to the understanding that work discipline is an awareness that grows from a person in fulfilling responsibilities and obeying the rules according to where he works.

Siswanto (2010), which includes dimensions and indicators of work discipline as follows: 1) Frequency of attendance is one of the benchmarks to determine the level of employee discipline. The higher the frequency of attendance or the lower the level of absenteeism, the employee has high work discipline. 2) The level of vigilance, employees who in carrying out their work are always full of calculation and thoroughness have a high level of vigilance towards themselves and their work. 3) Adherence to Work Standards, Employees in carrying out their work are required to obey all work standards that have been set in accordance with work rules and guidelines so that work accidents do not occur or can be avoided. 4) Obedience to Work Rules, Obedience to work rules is intended for convenience and smoothness at work. 5) Work Ethics, Work ethics are needed by every employee in carrying out work in order to create a harmonious and respectful atmosphere among fellow employees.

### **Motivation**

Samsudin (2010) states that motivation is "the process of influencing or encouraging from outside to a person or work group so that they want to carry out something that has been determined". Motivation refers to the amount of power that generates, directs and maintains effort in certain behaviors. Motivation is a summary concept that we use to explain certain

observed patterns of behavior. Work motivation is something that gives rise to encouragement or work enthusiasm. Or in other words, the driver of work enthusiasm (Indy and Handoyo, 2013). The theory of job characteristics, a job can create three psychological states in an employee, namely experiencing the meaning of work, taking responsibility for work results and knowledge of work results (Indy and Handoyo, 2013). Uno (2009) dimensions and indicators of work motivation can be grouped as follows: 1) Internal motivation consists of: responsibility in carrying out tasks, carrying out tasks with clear targets, having clear and challenging goals, having feedback on the results of his work, having a sense of pleasure in working, always trying to outperform others, prioritizing the achievements of what he does, 2) External motivation consists of always trying to meet the needs of life and work needs, happy to get praise for what they do, work with the desire to get incentives, work with the hope of getting attention from friends and superiors.

### **Supervision**

Hasibuan (2014), suggests that the objectives of supervision are: 1) So that the implementation process is carried out in accordance with the provisions of the plan, 2) Take corrective action (corrective), if there are deviations, 3) So that the resulting goal is in accordance with the plan. Factors that influence supervision, among them are: 1) Changes that always occur both from outside and from within the organization, 2) The complexity of the organization requires formal supervision due to the decentralization of power, 3) Errors / deviations made by members of the organization require supervision. (Mulyadi, 2017) The indicators of supervision are: 1) Accurate, 2) On time, 3) Objective and thorough, 4) Centered on strategic control points, 5) Economically realistic, 6) Organizationally realistic, 7) Coordinated with the organization's work flow, 8) Flexible, 9) Has a directive and operational nature, 10) Accepted by members. (Handoko, 2015)

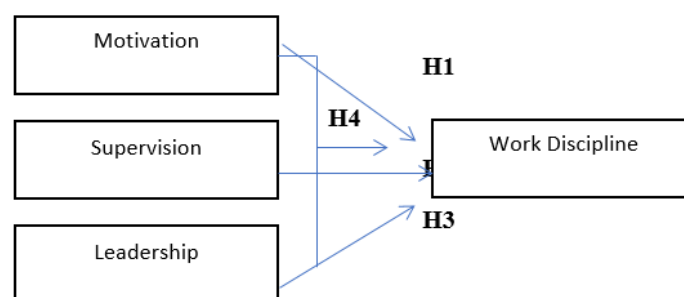
### **Leadership**

Sutikno (2014) "Leadership in organizations is directed to influence the people they lead, so that they want to do as expected or directed by others who lead them". Specifically, there are five main elements that are the essence of leadership, namely: (i) the element of the leader or the person who influences; (ii) the element of the person led as the influenced party; (iii) the element of interaction or activities/efforts and the process of influencing; (iv) the element of the goal to be achieved in the process of influencing; and (v) the element of behavior/activities carried out as a result of influencing. In addition, there are five leadership

functions, namely: (i) decision-making function; (ii) instructive function; (iii) consultative function; (iv) participative function; and (v) delegation function (Nawawi, 2003).

Setiawan and Muhith (2013) there are several factors that have relevance or positive influence on the leadership process in the organization, namely: (1) Personality, (2) Expectations and behavior of superiors, (3) Characteristics, expectations, and behavior of subordinates, (4) Task needs, (5) Climate and organizational policies. Siagian (2012), leadership indicators as follows: (a) A climate of mutual trust, (b) Respect for subordinate ideas, (c) Taking into account the feelings of subordinates, (d) Attention to work comfort for subordinates, (e) Attention to the welfare of subordinates, (f) Recognition of the status of subordinates appropriately and proportionally, (g) Taking into account the job satisfaction factor of subordinates in completing the tasks entrusted to him.

### Frame Of Mind



Based on the theoretical basis and framework above, the hypotheses proposed in this study are:

- H1 : Motivation has a positive and significant effect on the work discipline of employees of the National and Political Unity (Kesbangpol) of Seram Bagian Barat Regency.
- H2 :Supervision has a positive and significant effect on the work discipline of employees of the West Seram Regency National and Political Unity (Kesbangpol).
- H3 : Leadership has a positive and significant effect on the work discipline of employees of the West Seram Regency's National and Political Unity (Kesbangpol)
- H4 :Motivation, Supervision, Leadership affect the work discipline of employees of the West Seram Regency's National and Political Unity (Kesbangpol)

### 3. RESEARCH METHODS

The research approach that will be used in this research is a quantitative approach that is descriptive and associative. In this study, the population in this study were all employees at the National and Political Unity (Kesbangpol) of Seram Bagian Barat Regency totaling 35 people, where the entire population was used as a research sample using the saturated sample

method, the sample used was 35 people. The data were analyzed using the classical assumption test, multiple linear regression, hypothesis testing and the coefficient of determination test. Data processing using SPSS version 20 software.

#### 4. RESULTS AND DISCUSSION

##### Results

##### 1. Classical Assumption Test

##### a. Multicollinearity Test

**Multicollinearity Test**

Variable	Value		Status
	Tolerance	VIF	
Motivation Leadership Supervision	0.309 0.131 0.125	3.239 7.635 8.015	Free Multikolineritas

Source : Attachment SPSS Output

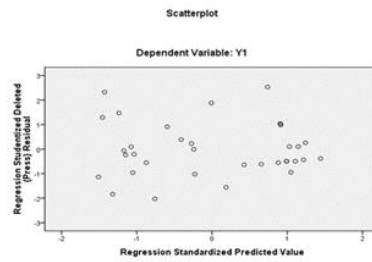
The table above indicates that the tolerance value  $> 0.1$  and the variance inflation factor value is smaller than 10, this indicates that the independent variables in this study are free from the classic assumption of multicollinearity.

##### b. Autocorrelation Test

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.992 <sup>a</sup>	.984	.982	1.156	1.824
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y1					

The results of the Durbin Watson test show a value of 1.824 The table value uses a significance value of 0.05 (5%), the number of research samples (n) is 35 and the number of dependent variables (k) is 3, so that in the Durbin Watson table it is obtained  $dl = 1.53$  and  $du = 1.28$  then if the value  $Then du < d < 4 - du$  ( $1.28 < 1.824 < 2.717$ ) it can be concluded that there is no Autocorrelation.

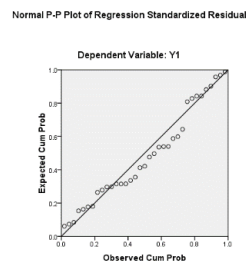
### c. Heterocedacity Test



### d. Heterocedacity Test Results

The picture above shows that the distribution of plots on the graph has a wavy pattern, widening and the plot spreads above and below the number 0 on the Y axis, so it can be said that all research variables used in this study are free from heteroscedasticity assumptions.

## 2. Normality Test



The picture above shows that the plot-pattern is around the diagonal line of the PP Plot Graph, this pattern indicates that the data from each variable in this study is normally distributed, or free from the assumption of data normality.

### a. Hypothesis Testing

Free Variable	Regression	Coefficient t-count	Probability (Sig.t)
Motivation	0.391	7.776	0.000
Supervision	0.108	2.149	0.040
Leadership	0.719	8.921	0.000
Constant	0.824		
F count	620.903		
Adjusted R2	0.982		
R	0.984		
Dependent Variable (Y) Work Discipline			

From the table above, a multiple linear regression equation can be made as follows:

$$Y = 0.824 + 0.391X_1 + 0.108X_2 + 0.719X_3 + e$$

Description:

- $a = 0.824$ , is a constant number that shows the value of variable Y if the independent variable is considered zero, meaning that if it is not influenced by the independent

variables, namely motivation (X1), supervision (X2) and leadership (X3), then the amount of work discipline is 0.824.

- $b_1 = 0.391$  is the magnitude of the regression coefficient of the independent variable X1 motivation, which means that every increase of 1 unit of variable X1 (motivation) has a tendency to increase the dependent variable Y (discipline) by 0.391 assuming other independent variables (X2, X3) are constant.
- $b_2 = 0.108$  is the magnitude of the regression coefficient of the independent variable X2 supervision, which means that each increase of 1 unit of the independent variable X2 (supervision) has a tendency to increase the dependent variable Y (discipline) by 0.108 assuming that the other independent variables (X1, X3) are constant.
- $b_3 = 0.719$  is the magnitude of the regression coefficient of the independent variable X3 leadership, which means that each increase of 1 unit of the independent variable X3 (leadership) has a tendency to increase the dependent variable Y (work discipline) by 0.719 assuming other independent variables (X1, X2) are constant.

From the regression equation, it can be seen how the influence of the independent variables (motivation, supervision, leadership) on the dependent variable (Y). Of the three independent variables (motivation, supervision, leadership) used in this study, the independent variable X3 (leadership) is the independent variable that has a dominant influence compared to the other independent variables (X1, X2). This can be seen from the magnitude of the regression coefficient of the independent variable X3 (0.494) greater than the regression coefficient of other independent variables.

#### **b. F Test (Hypothesis I Testing)**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2487.347	3	829.116	620.903	.000 <sup>a</sup>
	Residual	41.395	31	1.335		
	Total	2528.743	34			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y1

The first hypothesis test suspected that the effect of motivation, supervision and leadership together on work discipline used the F test. The F test is done by comparing F count with F table at the real level  $\alpha = 0.05$ .

Based on table above, it can be concluded that F count of 620.903 > from F table at level df : 3 : 31 of 2.84. So F count > F table thus  $H_0$  is rejected, meaning that the variables of



motivation, supervision and leadership simultaneously / together have a significant influence on work discipline (Y) can be accepted or tested at the real level  $\alpha = 0.05$ .

### c. T test (Hypothesis II Testing)

The t test is used to test the partial effect of the independent variable on the dependent variable, by comparing the calculated t value with the t table value at the real level  $\alpha = 0.05$ .

Testing criteria:

$H_0$  is rejected if  $t_{count} > t_{table}$

$H_0$  is accepted if  $t_{count} < t_{table}$

The test results for each variable are explained as follows:

### d. Motivation (X1)

The results of the regression analysis obtained a  $T_{hitung}$  value of 7.776 while the  $T_{tabel}$  value is 1.684, thus  $T_{hitung} > T_{tabel}$  means  $H_0$  is rejected, meaning that the motivation variable has a significant effect on work discipline.

### e. Supervision (X2)

The results of the regression analysis obtained a  $T_{hitung}$  value of 2.149 while the  $T_{tabel}$  value is 1.684, thus  $T_{hitung} > T_{tabel}$  means  $H_0$  is rejected, meaning that the supervision variable has a significant effect on work discipline.

### f. Leadership (X3)

The results of the regression analysis obtained a  $T_{hitung}$  value of 8.921 while the  $T_{tabel}$  value is 1.684, thus  $T_{hitung} > T_{tabel}$  means  $H_0$  is rejected, meaning that the teacher work environment variable has a significant effect on teacher performance.

Based on the results of the F test, it can be seen that the variables of motivation (X1), supervision (X2) and leadership (X3) simultaneously / together have a significant influence on work discipline (Y). Similarly, the T test results show that the variables of motivation (X1), supervision (X2) and leadership (X3) partially have a significant effect on performance, thus the proposed hypothesis is accepted.

### g. Coefficient of Determination ( $R^2$ )

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.992 <sup>a</sup>	.984	.982	1.156	1.824

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y1

The coefficient of determination R Square is 0.987 which shows that the variation in work discipline is explained by motivation, supervision and leadership by 98.2% while 1.8% is explained by other variables not analyzed in the model including work stress, work culture, etc.

### **Influence, Motivation, Supervision, and Leadership on Employee Work Discipline**

Based on the simultaneous test, it is known that the Fcount value of 620.903 is greater than Ftable 2.84 and sig  $\alpha$  0.000 is smaller than 0.05. This indicates that the research results reject Ho and accept Ha, thus simultaneously motivation (X1), supervision (X2) and leadership (X2) have a positive and significant effect on employee work discipline at the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency.

## **5. CONCLUSIONS**

Based on the results of the research and discussion that has been stated previously, the conclusions can be drawn from research on the influence of motivation, supervision and leadership with a sample size of 35 employees as follows:

1. There is an influence of motivation on the work discipline of employees of the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency.
2. There is an influence of supervision on the work discipline of employees of the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency
3. There is an influence of leadership on employee work discipline at the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency
4. There is a simultaneous influence of motivation, supervision and leadership on employee work discipline at the Office of the National and Political Unity Agency (Kesbangpol) of West Seram Regency 4.

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