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## **The Effect of Inherent Supervision and Work Environment on Employee Work Discipline at the Manado State University Head Office**

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**Abstract.** This research was conducted to know the effect of inherent supervision and the work environment partially and simultaneously on the work discipline of employees at Unima Headquarters. The research uses a quantitative approach with survey methods. The population is all employees at Unima Headquarters, totalling 149 employees spread over three bureaus. In comparison, the sampling technique is proportional random sampling with the sample size determined by the Slovin rule and obtained as many as 109 employees. The data collection technique is a questionnaire that has been tested for validity and reliability. Data analysis is multiple regression analysis through the help of the SPS program. The results of the study reveal that (1) inherent supervision has a positive and significant effect on employee work discipline at Unima Head Office, (2) work environment has a positive and significant effect on employee work discipline at Unima Headquarters, (3) inherent supervision and work environment simultaneously positive and significant effect on employee work discipline at Unima Head Office. For this reason, it is recommended that (1) Everyday employee reports must be accountable to superiors at least every week, as a form of indirect inherent supervision, (2). Sanctions for disciplinary violations must be applied consistently and fairly. Likewise, rewards need to be given to employees who are disciplined in carrying out their duties and work because doing so will maintain the attitude (Discipline) of the employee concerned and motivate other employees (undisciplined employees) to be disciplined (3). The work environment needs to be organized neat, clean, healthy, and comfortable by arranging it every day before entering work in the morning and after work in the afternoon through assigned employees (CS).

**Keywords:** Inherent Supervision, Work environment, Work discipline

### **A. Introduction**

Until now, in Indonesia, there were thousands of positive cases of Covid-19, and 43,567,000 people died [1]. The government has taken various preventive measures to break the chain of the spread of Covid-19. The Large-Scale Social Restriction Policy (PSBB) is a decision taken by the government to limit the movement of people in areas where many residents have been exposed to Covid-19. The government took this step because it was considered better than the regional quarantine or lockdown. The PSBB policy is still possible for economic activities; the community can still carry out activities even though certain activities are limited; of course, it will be very different if a regional quarantine or lockdown is applied to prohibited people from leaving an area. As good Indonesian citizens, we must support government policies together and take an active part. Likewise, as part of Indonesian citizens, the State Civil Apparatus (ASN) has

the responsibility [2] to be an example for the community to break the chain of the spread of Covid-19. On the other hand, in PP No. 53 of 2010 concerning civil servant discipline, it is stated that civil servant discipline is the ability of civil servants to comply with obligations and avoid prohibitions stipulated in-laws and regulations and/or official regulations which, if not obeyed or violated, will be subject to disciplinary punishment. Employee work discipline can be reflected in attitudes and behaviour such as compliance with organizational regulations, paying attention and carrying out all tasks and what has been ordered by superiors, following the provisions of the rules and regulations that apply during work, being careful and thorough in carrying out tasks, saving time in working, funds and work equipment as well as possible, politeness in working both personally and to superiors and colleagues, and prioritizing the interests of the task or work from other things. The low Discipline of employees in several sub-sections at the head office, for example, carrying out work that is not on time, sometimes neglected responsibilities, low attendance, carrying out work that is not following the provisions and disciplinary action. Many factors affect employee discipline, including inherent supervision. According to Presidential Instruction Number 1 of 1989 concerning Guidelines for Implementing Inherent Supervision (Waskat) is a series of activities that are continuous as control carried out by direct superiors to their subordinates in a preventive or repressive manner so that the implementation of the duties of the subordinates runs effectively and efficiently following the planned activities and applicable laws and regulations. In supervision, the role of leadership is significant. The existence of supervision carried out by a leader can prevent as early as possible the deviations made by his subordinates either intentionally or unintentionally. Direct supervisor supervision carried out by carrying out inherent supervision is a management function of a manager or a leader that must be carried out and planning, and implemented. Inherent supervision as one of the supervisory activities is the responsibility of each leader to carry out effective and efficient management or administration within the organization or work unit [2]. The improvement of the supervisory function inherent in the government apparatus starts from the motivation to increase the efficiency and effectiveness of implementing general government tasks by increasing employee discipline. Implementing this inherent supervision can reduce the occurrence of various weaknesses and shortcomings of government officials in carrying out their respective main tasks, including problems regarding employee work discipline.

At the Manado State University (Unima) Headquarters, employee discipline problems often occur, especially during this Covid 19 pandemic. Employee discipline seems to be declining. This is reflected in the attitude and behaviour of employees who are absent from work given by their superiors, mostly chatting during working hours; as a result, work that can be completed in a short time takes a long time, coming and going home from work is not on time, not being in place during office hours so that work becomes neglected, does not enter the office especially on Fridays, smokes in the workspace and does not wear the assigned official uniform.

Another factor that affects work discipline is the work environment [3]. The current work environment at Unima's Head Office is an aspect that also determines the Discipline of its employees. Smoothness, order, and cohesiveness and harmony in working relationships will increase along with a conducive work environment. The work environment that has a significant influence is the condition of the work environment, which is divided into two, namely the physical work environment and the non-physical work environment. The two conditions of the work environment are interconnected and balanced with each other. A balanced and conducive work environment will support the smoothness and orderliness of employees in carrying out their duties and work, and in the end, work performance will be optimal.

Therefore, the conditions of the work environment that affect the smoothness and orderliness of employees carrying out their duties and work must be seriously considered [4]. The

work environment that often becomes problems includes lighting, room colour, air circulation, cleanliness, and room comfort. If the workplace has a place to relax, gather, and play, employees feel at home or not bored, so they continue to do their work orderly and do not leave the place/workspace prematurely. This is because the workplace is the primary thing that directly affects the psychology of each member/employee, which will affect the smoothness, comfort, orderliness, or Discipline of their work.

Based on the pre-survey/observation results, it was found that there was still a lack of employee discipline at the Unima Head Office. In addition, direct supervisor supervision and a work environment that is not conducive for employees to carry out their duties and work optimally

Based on the background of the problem above, the researcher is interested in researching The Effect of Inherent Supervision and Work Environment on Employee Work Discipline at the Manado State University Headquarters.

## B. Research Method

the type of research used is quantitative research based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses that have been applied [5]. The method used is a survey method. The population of this study were employees at the Unima Head Office, with a total of 149 people. The samples in this study are characteristics related to inherent supervision, work environment, and work discipline of employees at Unima Headquarters. Sample members are employee representatives from each bureau in Unima Headquarters. Based on the number of samples (n) 109 employees, the proportion of sample members of each work unit (bureau) is obtained. The data collection technique used in this study is a questionnaire technique. This questionnaire measures the variables in this study by providing questions that will be given to research subjects to respond to these questions. To analyze the data is hypothesis testing, multiple regression analysis was used.

## C. Results and Discussion

### 1. The Effect of Inherent Supervision on Employee Discipline

**Tabel 1.2. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,992	3,659		7,104	,000
	Inherent Supervision	,374	,069	,500	5,419	,000
	Work Environment	,159	,063	,233	2,527	,013
a. Dependent Variable: Employee Discipline						

The results showed that the influence of Inherent Supervision on Employee Discipline showed a positive and significant direction. The effect of Attached Supervision on Employee Discipline is positive, meaning that the better the Inherent Supervision will contribute to the improvement of Employee Discipline. Meanwhile, Inherent Supervision on Employee Discipline is significant, meaning that Inherent Supervision is a factor/variable that cannot be ignored to increase Employee Discipline.

The results of this study indirectly confirm that a lack of Inherent Supervision causes employees who show low Discipline. This shows how vital supervision is to create and increase

employee discipline. According to Hasibuan (2005) [6], inherent supervision is a real and effective action to prevent or find out mistakes, correct mistakes, maintain Discipline, improve work performance, activate the roles of superiors and subordinates, explore the most influential work systems, and create the best internal control system. in supporting the realization of the goals of the company, employees and society. Meanwhile, Soekarno (1986) [7] explained that the supervisory function in every organization is essential to ensure the implementation of tasks and functions properly to achieve the goals set previously. He further explained that the purpose of control or supervision is (1). To find out if something is going according to the plan outlined; (2) To find out whether everything is carried out according to the instructions and principles set; (3). To find out the difficulties, weaknesses and shortcomings that may arise in implementing the work; (4). To know if everything is running efficiently; (5). To find a way out, if it is found, difficulties, weaknesses or failures towards improvement.

The purpose of inherent supervision is to create conditions that support the smooth and accurate implementation of general government and development tasks, policies, plans and applicable laws and regulations carried out by direct superiors (LAN, 1994). Meanwhile, Nawawi (1989) [8] states that the purpose of implementing supervision inherent in the government apparatus is to support the smooth and accurate implementation of government and development activities so that the implementation of general government tasks can be carried out in an orderly manner, based on applicable laws and regulations and based on the principles of fairness. Governance, Inherent Supervision intends to realize usability, effectiveness and efficiency in an effort to achieve the goals in government programs.

While the targets of the inherent supervision are: a. Improving discipline and work performance and achieving the targets of the implementation of tasks; b. Suppressing as little as possible the abuse of authority c. Suppress the leakage and waste of state finances as small as possible and all forms of illegal levies; d. Accelerate the completion of permits and improve services to the community; e. Accelerate personnel management following the provisions of applicable laws and regulations.

Considering the limitations and objectives, and targets of inherent supervision that have been stated previously, it is clear that through inherent supervision, the leadership monitors, directs and takes corrective actions for deviations (indiscipline) that have been carried out by subordinates when carrying out their duties and work. This means that supervision is inherent as well as supervision in general, the purpose is not to find errors or irregularities or violations of employee discipline, but if there are deviations or violations, solutions or ways to overcome why employee deviations or violations (indiscipline) occur and fix them so that they do not occur—irregularities or violations (indiscipline) of similar employees in the future.

Therefore, in carrying out inherent supervision, the leader or superior must follow the basic principles of inherent supervision, which include:

- a. Inherent supervision is a routine activity that must be carried out continuously to prevent and correct irregularities, abuse of authority and so on;
- b. Embedded supervision is applied intensively, especially on activities that are estimated to contain a risk of error and which will determine the success of achieving the main tasks of the organization/work unit;
- c. Embedded control must be based on an objective assessment using clear criteria or standards.
- d. Inherent supervision must be able to detect deviations as early as possible.
- e. Inherent supervision must be future-oriented to avoid deviations that may occur.
- f. Inherent supervision must be based on delegating authority and responsibility according to the organizational structure and needs.
- g. Inherent supervision must be educational and coaching for all subordinates.



h. Inherent supervision aims at the complete resolution of any deviation problems to orderly implement the main tasks of the organization/work unit.

Apart from that, in carrying out inherent supervision, a superior must carry out the following activities: a. Observing and testing the implementation of tasks based on the plans and applicable provisions; b. Examining deviations and mistakes made by the implementer; c. Investigate the obstacles faced and how to overcome them; d. Formulate improvement of policy implementation of duties; e. Take corrective steps for errors that have occurred. Furthermore, in the inherent supervision, evaluation steps are needed, namely: a. Collecting data both related to systems and work facilities and those relating to the implementation of the duties of the agency/work unit b. Analyze whether the facilities and work systems used are good enough and ensure the smooth running of the main tasks; c. Compare whether the implementation of the routine activities is following the plan. For that, we need a concrete benchmark; d. If there is a possibility of deviation or deviation, analyze the cause of the deviation and then take follow-up steps concerning aspects of work facilities (humans) and aspects of carrying out main tasks (Guidelines for Increasing Inherent Supervision, 1991).

The results of this study are in line with theory X proposed by McGregor. In theory X, he put forward the following assumptions:

1. Most people have an inherent dislike of work and that they would like to avoid it if possible.
2. Because of the nature of humans who do not like the job, causing humans to be forced, supervised, led and treated against threats or punishments so that they will carry out reasonable efforts towards achieving organizational goals.
3. The average person likes to be led, wants to avoid responsibility, has a relatively low spirit, and always wants to be safe in all things.

Likewise, the results of this study are in line with the research of Dwi Fitriyanto (2009) and Eva Dila Fitrianingrum (2015) [9], which reveals that inherent supervision has a significant effect on work discipline. However, the results of this study do not support or differ from the research of Lambu Herlin, Muhammad Yusuf (2020), which reveals that inherent supervision has no significant effect on work discipline.

## 2. The Influence of the Work Environment on Employee Discipline

**Tabel 1.2. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,992	3,659		7,104	,000
	Inherent Supervision	,374	,069	,500	5,419	,000
	Work Environment	,159	,063	,233	2,527	,013
a. Dependent Variable: Employee Discipline						

The results of data analysis revealed that the work environment had a positive and significant effect on employee discipline, showing a positive and significant direction. The influence of the work environment on employee discipline is positive, meaning that the more conducive the work environment will contribute to the improvement of employee discipline. Meanwhile, the influence of the work environment on employee discipline is significant, meaning that the work environment is a factor/variable that cannot be ignored to improve employee discipline. According to Lee [10](Sentoso, 2001), the organization's management should build a

working climate and atmosphere that can evoke a sense of kinship to achieve common goals. The management of the organization should also be able to encourage initiative and creativity. Conditions like this then create enthusiasm to unite the organization in achieving goals.

A comfortable and conducive work environment will be a motivation for someone to carry out their duties well and can also create peace in carrying out the tasks that have been assigned to them. Robins [11] suggests that an employee pays excellent attention to their work environment, both in terms of personal comfort and ease of doing their job well. They prefer a physical environment that is safe, comfortable, clean and has minimal disturbance. In addition, for most employees, working can also meet the need for social interaction.

The need for social interaction like this occurs if every person or employee respects and respects each other and obeys all agreements and provisions that have been set or disciplined. Syofian (1996)[12] argues that the essence of Discipline is obedience, sincerity, strength or skill, attitude and behaviour, and respect for all provisions of agreements or agreements between organizations and their workers, whether based on bargaining, written, legal, and customary rules and regulations. Furthermore, it is stated that there are several ways to obtain effective Discipline, namely (a) Make sure that each violator corrects his mistakes, (b) Show each group member their share and importance in the joint effort, (c) Use uniform discipline, (d) Use discipline cards as best as possible, (e) Make sure there are written records of disciplinary violations and save them for material in future actions, (f) Maintain good relations between superiors and employees and vice versa, also create a sense of kinship in the workplace, (g) Make disciplinary rules in writing and convey them to everyone concerned, (h) Implement discipline consistently without favouritism, (i) Supervisors, or leaders (teachers) must be an example as executor of Discipline good, and (j) Establish flexible and easy-to-implement rules.

There are two kinds of work discipline, namely self-discipline and group discipline. According to Jasin (1989), self-discipline is a discipline that is developed or controlled by oneself. This is a manifestation of self-actualization of personal responsibility, which means acknowledging and accepting values that exist outside of him. Through self-discipline, employees feel responsible and can organize themselves for the benefit of the organization. Self-discipline is the result of the learning process (socialization) of the family and society. The cultivation of values that uphold Discipline, whether instilled by parents, teachers or the community, is a favourable provision for the growth and development of self-discipline. The inculcation of disciplinary values can develop if it is supported by a conducive environmental situation, namely a situation characterized by consistent treatment from parents, teachers or leaders. In addition, highly disciplined teachers and leaders are effective role models for the development of self-discipline. Self-discipline plays a considerable role in achieving organizational goals. Through self-discipline, an employee, in addition to respecting himself, also respects others. For example, if employees carry out their duties and authorities without the supervision of superiors, the employees are aware of carrying out the responsibilities that have been carried out. This means that employees can carry out their duties. He values his potential and abilities.

On the other hand, for colleagues, the application of self-discipline will facilitate group activities. Primarily if the group's tasks are related in the time dimension, a work process that is influenced by the time sequence of the process. Indiscipline in one field of work will hinder other fields of work. According to Alvin (1996) [13], several benefits can be learned if employees have self-discipline, namely (a) self-discipline is the Discipline expected by the organization. If the organization's expectations are met, employees will receive rewards from the organization, whether in achievements or other competitions, (b) through self-discipline, which is a form of appreciation for others. If other people feel appreciated, will grow a similar appreciation from others in him. This further strengthens self-confidence, (c) respect for self-ability. This is based

on the view that if the employee can carry out the task, he is able to actuate his abilities. That means he gives hope to the potential and abilities inherent in him.

Concerning group discipline, Alvin (1996) [14] explains that group discipline will be achieved if self-discipline has grown in employees. The group will produce optimal work if each group member can contribute following their rights and responsibilities. If one of the thousands of employees does not work seriously, it will interfere with other work mechanisms. This is because other employees will feel disturbed. After all, he will usually talk to him or another possibility because a coworker will feel jealous. Sometimes, group discipline also contributes to the development of self-discipline. For example, if the results of group work reach the desired target and employees get an award, the group discipline that has been applied so far can provide insight. Employees become aware of the importance of self-discipline. Another example, if the culture or climate in the organization applies high work discipline, then inevitably, employees will get used to following the work rhythm of other employees. Employees are accustomed to acting in a disciplined manner. The habit of acting in this Discipline is the beginning of the formation of awareness. According to Jasin (1989), the relationship between self-discipline and group discipline is described as two sides of one coin. Both complement and support each other. It is complementary. Self-discipline cannot be developed automatically without the support of group discipline. On the other hand, group discipline cannot be enforced without the support of personal Discipline.

The results of this study are following the research of Dwi Fitriyanto (2009), which revealed a significant influence of the non-physical work environment on work discipline.

### 3. The Effect of Inherent Supervision and Work Environment Simultaneously on Employee Discipline

<b>Tabel 1.3 ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	812,489	2	406,244	43,221	,000 <sup>b</sup>
	Residual	996,319	106	9,399		
	Total	1808,807	108			
a. Dependent Variable: Work Discipline						
b. Predictors: (Constant), Work Environment, Inherent Supervision						

**Tabel 1.4. Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,670 <sup>a</sup>	,449	,439	3,066	,449	43,221	2	106	,000
a. Predictors: (Constant), Work Environment, Inherent Supervision									



The study results revealed that the inherent supervision and the work environment simultaneously had a significant effect on employee discipline. This means that the intensity and consistency of the leadership in carrying out inherent supervision accompanied by creating a harmonious work environment conducive will increase employee discipline. This result indirectly explains that every effort made to improve Employee Discipline must pay attention to and involve and not ignore aspects of Inherent Supervision and Work Environment.

The results of this study also reveal that employee discipline is not only influenced by these two aspects/variables (Inherent Supervision and Work Environment). The contribution or contribution of the two variables to Employee Discipline is 44.90%, while other variables determine the rest (54.10%). Because work discipline is a thing, according to Lewin (Alvin, 1996) the formation of attitudes and behaviour is the interaction between personality factors and environmental factors (situational). He explained that an essential factor in a person's personality is the value system adopted. The value system, in this case, is directly related to Discipline. Values that uphold the Discipline taught or instilled by parents, teachers, and the community will be used as a frame of reference for applying Discipline in the workplace. The value system will be seen from a person's attitude. Attitudes are expected to be reflected in behaviour. According to Kelman (Brigham, 1994), there are 3 levels of attitude change into behaviour, namely:

a. Discipline for obedience.

Adherence to rules based on fear. Work discipline is carried out solely to get a positive reaction from the leadership or superiors who have authority. On the other hand, if the supervisor is not present, work discipline will not appear.

b. Discipline by identification

Compliance with rules based on identification is a feeling of admiration or appreciation for the leader. Charismatic leaders are respected, valued, and respected figures and are central to the identification. Employees who show Discipline to the organization's rules are not due to respect for these rules but rather due to the reluctance of their superiors. Employees do not feel good if they do not obey the rules. Respect and appreciation of employees to leaders can be caused by good personality qualities or having high professional qualities in their fields. If this identification centre does not exist, work discipline will decrease, violations will increase in frequency.

c. Discipline due to internalization.

Work discipline at this level occurs because employees have a personal value system that upholds disciplinary values. At this level, people are categorized as having self-discipline. High work discipline does not just appear but is a continuous learning process. For the learning process to be effective, leaders who are agents of change need to pay attention to the principles of being consistent, fair, positive, and open. Consistency is treating the rules consistently over time. Once the agreed rules are violated, the system of rules is broken. Fair, in this case, is to treat all employees without discrimination. To be optimistic in this case is that every violation made should be investigated and proven first. As long as facts and evidence have not been found, there is no reason for leaders to apply disciplinary action. By being positive, it is hoped that the leader can take action calmly, consciously, and unemotionally. Efforts to instil Discipline are instilling values. Therefore, open communication is vital. In this case, transparency regarding what can and cannot be done, including sanctions and prizes if employees require consultation, especially if the rules are felt to be unsatisfactory to employees.

The results of this study are in line with research by Dwi Fitriyanto (2009 [3], which revealed that there is an effect of joint supervision and non-physical work environment on work discipline.

#### D. Conclusion

Based on the results of data analysis, it can be concluded as follows:

1. Embedded supervision has a positive and significant effect on the Work Discipline of Unima Head Office Employees. This means that the better the inherent supervision, the higher the employee discipline. Thus the first research hypothesis (1) is accepted.
2. The Work Environment has a positive and significant effect on the Work Discipline of Unima Head Office Employees. This means that the more conducive the work environment, the higher the Discipline of employees. Thus the second research hypothesis (2) is accepted.
3. Inherent Supervision and Work Environment together have a positive and significant effect on the Work Discipline of Unima Head Office Employees.

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