

The Role of Formal Leaders in Improving Employee Discipline at Regional Financial and Asset Management Agency in Tasikmalaya City

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Abstract

The purpose of this study was to determine and analyze the role of leaders in improving employee work discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City, as well as supporting and inhibiting factors that affect employee work discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City. This research method uses a qualitative approach that is descriptive and tends to use process analysis and the meaning (perspective) of the subject is emphasised in qualitative research. The results of the study found that the role of leaders in improving employee work discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City is namely the relationship between leaders and subordinates (leader-member relations), namely the leader applies effective communication, the leader in providing punishment and reward is firm and fair, task structure, including the leader conducting strict supervision, placing employees in the right position, the authority of the leader's position (leader's position power), namely the leader provides positive education, the application of ideal leadership.

Keywords: Leaders, Work Discipline, Employees

Introduction

Communication in an organisation has a role in enforcing employee discipline. Yue *et al.*, (2019), conveyed that the leadership in an organisation is the main milestone and has the main task in motivating and improving organisational performance so that organisational goals and objectives can be achieved. Leadership in the organisation is a determinant of success built through organisational performance (Barusman *et al.*, 2020). The Regional Financial and Asset Management Agency is one of the implementing elements of the regional government under the auspices of the Assistant for Administration of the Regional Secretariat of Tasikmalaya City, which is tasked with assisting the regional government in the field

of regional finance based on the principle of autonomy and other duties in accordance with the governor's policy based on applicable regulations. In carrying out its duties and responsibilities, the Regional Financial and Asset Management Agency of Tasikmalaya City is led by the Head of the Regional Finance and Asset Agency, who is in charge of leading the implementation of the duties of the Regional Financial and Asset Management Agency of Tasikmalaya City.

Leadership has the function of driving and coordinating human resources, funds, and infrastructure in an effort to create high work productivity supported by employee discipline and awareness. Leadership at the Regional Financial and Asset Management Agency of Tasikmalaya City is currently not optimal, although the leadership style involves involving employees in problem discussion and decision making. However, efforts to enforce discipline against employees are still not professional, less assertive and tend not to be maximised. The presurvey results show that there are several disciplinary actions that can be seen from the attendance list of employees of the Tasikmalaya City Regional Financial and Asset Management Agency, as follows:

Table 1 Employee Attendance List from January to October 2022

Number	Month	Number of Late Employees	The number of employees leaving is not on schedule	Alpha Employee / Absent
1	January	3	7	1
2	February	5	4	3
3	March	4	3	2
4	April	4	6	2
5	May	5	6	1
6	June	6	5	4
7	July	3	4	2
8	August	6	7	3
9	September	5	6	4
10	October	4	4	1

Source: Processed Data, 2022

Based on the employee attendance table, it shows that the level of employee discipline is very low at the Tasikmalaya City Regional Financial and Asset Management Agency. Therefore, the role of the leader is needed in providing a

positive effect and creating a more disciplined work atmosphere. Low employee discipline certainly has an impact on employee performance, which decreases. This is in line with the opinion (Azmi *et al.*, 2021) which states that the main obstacle to leadership is striving for employee discipline and improving employee performance.

Based on this phenomenon, research was conducted that discussed the role of leaders in improving employee discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City. The aim of this study is to analyse the role of leaders in improving employee work discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City and the supporting and inhibiting aspects of employee work discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City.

Literature review

a. Leadership

Leadership in organisations has an influence on improving employee performance (Sitopu *et al.*, 2021). Rudolph *et al.*, (2020), define leadership as an activity to influence people so that they can be directed to achieve organisational goals. Discipline has the most important human resource management operational function because the better the employee discipline, the higher the work performance that can be achieved (Hasibuan, 2016). It will be difficult for organisations and agencies to achieve optimal results without good work discipline from their employees. Kalsoom *et al.*, (2018), said that leadership is an important component in organisations that require skills. Good leadership can predict organisational failure or success (Asrarul-Haq & Kuchinke, 2016).

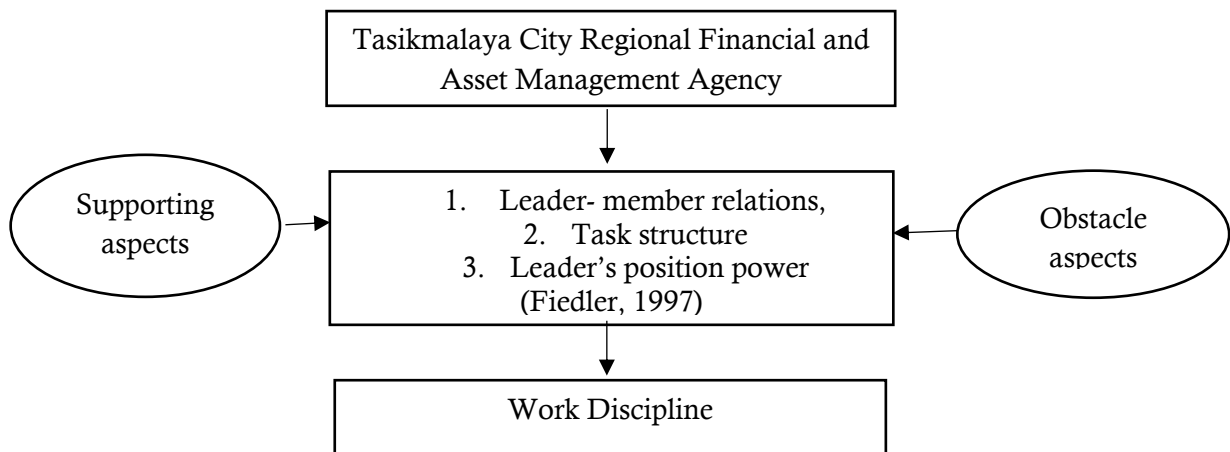
Praditya (2022), said that organisational leadership is an ideal variable that greatly affects organisational effectiveness. Leadership is a behaviour developed in the organisation and practised to provide control and measurement of the organisation (Prayuda, 2022). Leadership in the organisation has the functions of planning, organising, and supervising so that organisational effectiveness runs well (Jamrizal, 2022). Transformational leadership will tend to understand and analyse employee preferences to help improve employee performance (Abbas & Yaqoob, 2009). Leadership is the activity or art of influencing others based on the ability to achieve the desired goal (Liou & Liang, 2021).

b. Discipline

Leaders have a role in determining employee discipline because leaders are role models for their subordinates (Liu & Hallinger, 2018). Discipline is the application of a committed attitude in an organisation. Enforcing work discipline requires someone who is firm and committed (Ariawan & Malang, 2020). Work discipline is one of the core variables that motivate employee performance (Sulistyaningsih, 2022). Work discipline has an influential relationship with productivity, time, and efficiency of organisational work operations (Pramudhita, 2021). Liu & Hallinger (2018), said that discipline is a process in the organisation that plays a role in improving employee performance in the organisation.

c. Conceptual Framework

Figure 1 Conceptual Framework



Method

This study uses qualitative research with a descriptive approach to analyze the process and meaning subjectively. Qualitative research is a type of research whose findings are not obtained through statistical procedures or forms of calculation (Strauss & Corbin, 2003). The scope of this research consists of the role of leaders in improving employee work discipline at the Tasikmalaya City Regional Financial and Asset Management Agency. This research was conducted by going directly to the field to explore information about the role of leaders in improving employee work discipline at the Tasikmalaya City Regional Financial and Asset Management Agency through direct interviews with related parties, namely leaders at the Tasikmalaya City Regional Financial and Asset Management Agency. The

informants in this study consisted of several parts, namely the Head of Regional Financial and Asset Management Agency Tasikmalaya City, Secretary of Regional Financial and Asset Management Agency Tasikmalaya City, Head of Regional Financial and Asset Management Agency Tasikmalaya City, Head of General and Personnel Subdivision at Regional Financial and Asset Management Agency Tasikmalaya City, and Staff at Regional Financial and Asset Management Agency Tasikmalaya City.

Data collection techniques in research are based on primary data, namely data obtained directly from the field, such as the results of interviews, observations and documentation. Then secondary data, namely data obtained from literature studies or documents related to the object of research, The data analysis technique used consists of descriptive techniques, including data reduction or simplification, data presentation and conclusion drawing.

Result And Discussion

The Regional Finance and Asset Management Agency is an implementing element of government affairs in the field of finance and regional assets, which fall under the authority of the provincial region. Has the function of formulating technical policies in the field of regional finance and assets. Monitor, evaluate, and report on the implementation of technical support tasks in the field of regional finance and assets. As one of the regional agencies of Tasikmalaya City, the Regional Financial and Asset Management Agency is headed by a leader called the Head of the Regional Financial and Asset Management Agency. The quality of leaders in the organisation is a benchmark for organisational success, where leaders play an important role in formulating and implementing organisational strategies through coaching, mobilising, and directing all potential employees in the organisation.

Human resources or employees, of the Tasikmalaya City Regional Financial and Asset Management Agency will be based on their education level in 2022, which can be seen in table 2 below:

Table 2. Human resources data based on education level

Number	Description	Education					Total
		S3	S2	S1	D3	SLTA	
1	Head of	-	1	-	-	-	1

Agency							
2	Secretariat	-	7	16	-	5	28
3	Regional Budget Planning Division	-	8	7	3	2	20
4	Treasury Division	-	9	12	-	4	25
5	Asset Management Division	-	17	5	3	2	27
6	Accounting field	-	8	14	-	3	25
7	District/City Evaluation and Development Division	-	11	8	3	2	24
Total		-	61	62	9	18	150

Source: Processed Data, 2022

Based on this data, it is known that the majority of employees at the Tasikmalaya City Regional Financial and Asset Management Agency have S1 and S2 educational backgrounds. However, the conditions in the field show that the performance of the Regional Financial and Asset Management Agency has not been maximised due to the high level of indisciplinary behaviour that has occurred. For this reason, in-depth research is carried out to analyse the role of leaders in improving employee work discipline at the Tasikmalaya City Regional Financial and Asset Management Agency, through qualitative analysis and testing based on theoretical indicators (Leister *et al.*, 1977). Relationship between leaders and subordinates, task structure, and the authority of the leader's position.

1) Relationship between Leaders and Subordinates.

The quality of the relationship that occurs between superiors and subordinates in the organisation plays an important role in the continuity of organisational activities, a good relationship between leaders and subordinates. The relationship between leaders and subordinates runs on interactions built by leaders through good communication (Pujiastuti, 2021). Effective communication between employees and superiors has a major influence on increasing work discipline.

Based on the results of the study, it is known that leadership communication at the financial and asset management agency provides positive results, especially in creating a synergistic environment. Where communication within the organisation can encourage the development and improvement of discipline, which results in the development of better employee potential in order to achieve organisational goals. Currently, communication about employee discipline is needed in an effort to increase employee awareness of the importance of increasing work discipline. In addition, the leadership style applied to the Regional Financial and Asset Management Agency is not fully maximised, there are still some shortcomings that show that communication has not gone well.

Employee discipline at the Regional Financial and Asset Management Agency is built on the relationship between leaders and subordinates that is well established so that employees have the awareness and motivation to carry out their duties and responsibilities properly in accordance with the procedures applied. Efficient leader and subordinate relationships play an important role in carrying out organisational coordination and cooperation (Yue *et al.*, 2019).

In an effort to improve employee discipline, the head of the Tasikmalaya City Regional Financial and Asset Management Agency applies strict policies and imposes sanctions for employees who violate work rules and procedures. This policy was made with the aim of encouraging the realisation of employee discipline at the Tasikmalaya City financial and asset management agency.

According to research that has been carried out, it is known that the Head of the Tasikmalaya City Regional Financial and Asset Management Agency, in establishing relationships between leaders and subordinates, implements communication to build employee motivation and awareness but that it has not run optimally. Besides that, the leadership also applies strict policies in the form of sanctions to employees who violate work rules and procedures. Through the application of this policy, it is hoped that leaders and subordinates can transform their relationships in the organisation through good interactions based on trust and respect (Perdana & Putra, 2019).

2) Task Structure

Leadership has an important role in determining employee discipline. The ideal implementation of leadership will approach and create a conducive situation in the work environment. Leadership plays an important role in the division of tasks and the work structure of the organisation so that employees work in accordance with the fields they control (Rogahang, 2019).

Based on the results of the study, it is known that the structure of the division of tasks in the regional financial and asset management Agency of Tasikmalaya City has been carried out quite well through the placement of employees according to their competence and background. Then, as an effort to increase work discipline, the head of the regional financial and asset management Agency of Tasikmalaya City carries out strict supervision, which is expected to encourage performance and discipline of employees at the regional financial and asset management Agency of Tasikmalaya City. Then, to assist the implementation of work in each field, besides playing a role in supervising the leadership, it also plays a role in compiling standard operating procedures for carrying out the work of the Regional Financial and Asset Management Agency, Tasikmalaya City, so that each sector clearly knows their duties and responsibilities. The leader's role in the work structure is to formalise and develop work operational procedures according to the field of work (Suharjo *et al.*, 2021)

3) Leader's Position Power

The leader has a position as a role model and example for all employees, and the power of the leader in running the organisation will build an attitude of respect, respect, obedience, and obedience to applicable regulations. The leader's position as a leadership role in improving employee work discipline at the Tasikmalaya City regional financial and asset management agency is carried out by providing employees with an understanding of the obligations and prohibitions and by educating employees to understand the disciplinary regulations and code of ethics that apply to employees of the regional financial and asset management agency in Tasikmalaya City. The role of the leader in leadership authority refers to the pattern of the leader in building relationships with his subordinates (Ngantung, 2020).

The relationship pattern of the leadership of the regional financial and asset management agency in Tasikmalaya City has been implemented well through a two-way interaction where the leadership always involves employees in discussing problems and making decisions to support the performance of the regional financial and asset management agency, which is more optimal.

4) Supporting aspects of Work Discipline of employees of the Financial Management Agency and Regional Assets of Tasikmalaya City

The supporting aspects of employee discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City are known to consist of:

- a) There are regulations that require all employees to obey and have strict sanctions for regulating employee discipline
- b) An electronic attendance list system, which is used in an effort to minimise employee disciplinary actions.
- c) Implementation of supervision, carried out by the Head of the Regional Financial and Asset Management Agency.

5) Aspects of inhibiting work discipline among employees of the Tasikmalaya City Regional Financial and Asset Management Agency.

Aspects inhibiting employee work discipline at the Regional Financial and Asset Management Agency of Tasikmalaya City are known to consist of:

- a) Communication factors that run less effectively between leaders and subordinates
- b) Employee work motivation is still low
- c) Lack of employee awareness of their main duties and responsibilities.
- d) Reduce the disciplinary actions of employees of the Tasikmalaya City Regional Financial and Asset Management Agency.

Conclusion

The role of leaders in the Regional Financial and Asset Management Agency of Tasikmalaya City has been carried out through good communication but has not been effective. The task structure of the leadership has carried out the division of tasks according to the competence and field of each employee and conducted direct

supervision of employee performance, as well as in the Authority. The position of the leader runs well through the application of two-way interactions built by the head of the Tasikmalaya City Regional Financial and Asset Management Agency.

The supporting aspects of employee discipline consist of applicable regulations, the attendance system used, and the application of direct supervision by the leadership. Then the inhibiting aspects of employee discipline consist of ineffective communication, low employee motivation, and a lack of employee awareness.

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