

The Influence of Employee Discipline, Learning and Supervision on the Service Performance of Public Works in Bina Marga Office of Ponorogo Regency

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Abstract

This study aims to the influence of employee discipline, learning and supervision on the service performance of public works in Bina Marga office of Ponorogo Regency. The results showed the simultaneous influence of discipline and organizational learning behavior on the performance. The results empirically prove that discipline and organizational learning behavior is highly relevant as a measuring tool with sufficient accuracy to determine the service performance of service employees in the Public Works and Bina Marga Office of Ponorogo Regency. The simultaneous influence of employee discipline with learning behavior of organization on employees in the licensing sector at PU in Ponorogo Regency which has an impact on the performance or performance of public services can be illustrated that Public Works Department employees as a learning organization are not far from the mindset that only senior management can and do all the thinking for the whole institution. The learning behavior of organization challenges all employees to utilize their mental resources and potential, with the hope that every employee in the PU office can build their own community based on the principles of freedom, humanity, and a collective desire to learn. As a managerial implication, it can be said that discipline in the work process at the Ponorogo District Public Works office goes hand in hand with the willingness of employees to increase discipline and organizational learning behavior which are correlated to form service performance.

Keywords

employee discipline, organizational learning, supervision, service performance, public works

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1. Introduction

The Public Works Agency is the regional apparatus with the authority to delegate duties and responsibilities to carry out the process of regional autonomy and good and clean governance in the field of public works tasks (Karauwan & Mintardjo, (2015). To achieve the goals of quality governmental duties, the management of human resources in the Public Works office, especially in Ponorogo Regency, has made various efforts to improve the quality of service performance to the community, such as designing and determining types of services and terms that are considered practical than before, making it easier for the community who need licensing services (Rachmawati, 2015).

This is carried out as an implementation or implementation of Government Regulation (PP) No. 38 of 2007 concerning the Distribution of Government Affairs. The PP includes the regional obligations and the obligations of the central government to carry out development of regencies and cities in the field of public works (PU). PP 38/2007 also gives authority to district/city governments to carry out development in the Human Settlements Sector. Apart from that Presidential Regulation No. 5 of 2010 concerning the national mid-term development plan (RPJMN) for 2010-2014 In Book II Chapter VIII of the Presidential Regulation has described efforts to increase the capacity and accountability of the performance of the bureaucracy, so that it requires an effort to manage institutions and to manage, improve the quality of resources. the power of the government apparatus, the use of information and communication technology, the improvement of the planning and budgeting system, and the development of the financial management system (accountability) for the performance of government agencies and their apparatus (Wantini, 2021). This study aims to the influence of employee discipline, learning and supervision on the service performance of public works in Bina Marga office of Ponorogo Regency.

2. Public Service and Public Works

The Public Works Office is an extension of the central government under the Ministry of Public Works (PU). The existence of PU institutions gives color to the public's assessment of the performance of public services by government agencies. As a government agency located in the regency, the Public Works Agency is the regional apparatus with the authority to delegate duties and responsibilities to carry out the process of regional autonomy and good and clean governance in the field of public works tasks (Sobar et al., 2021). To achieve the goals of quality governmental duties, the management of human resources in the Public Works office, especially in Ponorogo Regency, has made various efforts to improve the quality of service performance to the community, such as designing and determining types of services and terms that are considered practical than before, making it easier for the community who need licensing services (Wantini, 2021).

To support the institutional structuring process, the local government has continuously made several efforts to strengthen the organizational governance aspects (task organization) within

government agencies, especially the public works service (PU), by evaluating and improving operating standards and procedures (SOP), implementing e-government, online services, as well as making several revisions related to fees, and payment systems which are carried out in stages according to the readiness of the SOP tools, and service performance accountability (Widjanarko & Handayani, 2018). Regulation of the Minister of Public Works No. 14/PRT/M/2010 which contains Minimum Service Standards emphasizes more on basic service targets in the PU sector which are the duties and responsibilities of the district/city government. The basic service targets stipulated in this Regulation of the Minister, namely in Article 5 paragraph 2, can be seen as part of the burden and responsibility of the institutions that handle various fields related to public works, especially for the sub-sector of Human Settlements as outlined in the RPIJM document. This regulation also states that the Governor is responsible for the coordination of the implementation of basic services in the PU sector, while the Regent/Mayor is responsible for the implementation of basic services in the PU sector. Coordination and implementation of basic services in the Public Works and Spatial Planning Sector are carried out by agencies that are responsible for the Public Works and Spatial Planning Sector, both provincial and district/city.

In connection with the implementation of central government program policies regulated in Laws and Ministerial Decrees, the public's demand for quality services has increased from time to time. The more social communication technology develops, the level of public awareness of the importance of implementing community service program policies is increasingly understood and becomes a new demand, so that people get satisfying services. In this regard, the task that becomes a challenge in the field of community service is not only to create an effective and efficient service condition, but also how to provide good quality and satisfy the entire community (Khasanah et al., 2020). For this reason, every official of the government apparatus, especially in the field of public works, is concerned with the performance of public services, and especially in the field of construction and building licensing (Andriansyah et al., 2021).

Ratminto & Winarsih (2005) explain that service is an activity that occurs as a process of direct interaction between someone who provides services and those who receive services, either directly or physically, or indirectly, namely using communication means but the goal is creating satisfaction in service recipients. Gronroos (in Ratminto & Winarsih, 2005), provides an explanation that service is a form of activity or a series of invisible activities that occur due to interactions between service recipients and officers or other things provided by service providers intended to solve recipient problems service.

In connection with the concept of service that has been described, furthermore in this study, service performance refers to the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 which provides a definition that public service is any service activity carried out by public service providers as an action or effort to meet the needs of the community. Receive services or implementation of laws and regulations. Meanwhile, the public service provider referred to in the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 is any government agency which includes work units or organizational units at the Ministry, Departmental, Non-Departmental Government Agencies, Secretariat of the Top and High State Institutions, and other Government Agencies both central and regional, including State-Owned Enterprises, Regional-Owned Enterprises, which become providers of community services.

Meanwhile, community service users are people, communities, government agencies and legal entities that receive services from government agencies.

3. Employee Discipline, Learning and Supervision

In management science, supervision is placed as the last stage of the management function (Hocine & Samira, 2019). From a managerial point of view, supervision also implies observation of the implementation of all activities of the audited organizational unit to ensure that all work being carried out is in accordance with plans and regulations or an effort so that a job can be carried out according to a predetermined plan, and with the existence of Supervision can minimize the occurrence of obstacles, while obstacles that have occurred can be immediately identified and then corrective action can be taken.

Yahya et al. (2019) provides the definition of supervision as the process of determining work according to the specified plan and time. Nurwidyanti & Marnis (2015) explained that supervision is the monitoring and testing of all work processes when work takes place in accordance with the work plan, work rules, and work implementation guidelines that have been set. Supervision has the aim of determining weaknesses and mistakes or evaluating work processes and results to be used as a reference for improving work processes and procedures. Makmur (2011) describes several types of supervision, which consist of several types, including steering controls, supervision carried out in conjunction with the implementation of activities, and feedback controls.

Furthermore, Bugdol (2018) explains that work discipline is a tool that can be used as a benchmark for managers to communicate with employees so that they are willing to make changes to job satisfaction and as an effort to increase employee awareness and ability to comply with all established company regulations along with work ethic that has been formed. Employee discipline is someone's behavior in accordance with the rules, existing work procedures or discipline is the attitude, behavior and actions that are in accordance with the rules of the organization, both written and unwritten (Sari & Hadijah, 2016).

As for the indicators of discipline application in a government institution, in this study it refers to the measurement concept carried out by Adriansyah & Afiff (2015) covering aspects that are procrastination, violation of attendance procedures, negligent task completion, careless behavior, the occurrence of criminal acts, and conflicting employment relations.

It was first put forward by Kurt Lewin in the 1930s, using the term psychological climate. Furthermore, the term organizational climate is used by R. Tagiuri and G. Litwin, (1968). Tiaguri by suggesting a number of terms to describe work behavior and working conditions as well as relationships with the setting or setting of behavior, environment, social environment, culture, atmosphere, situation, field patterns, behavior patterns and conditions. The definition of organizational climate put forward by several experts. Western experts define climate as a physical element, where climate as an attribution of work or as an attribution of individual perceptions.

According to Davis & Newstrom (1996), work climate is a description of the internal atmosphere of the work environment that can be felt by every employee while carrying out various work activities to fulfill work tasks. Furthermore Davis & Newstorm (1996), as well as Basten & Haamann (2018), explain five indicators that can be used to formulate instruments and

measurements of the working climate, namely leader behavior, flow of communication, decision-making, the interaction process and goal setting and control.

According to Afqarina (2018), explaining the organizational learning is an organizational process for learning, increasing the excellence and strength of employees, learning collectively to change themselves and each employee is able to make better use of their knowledge for the success of organizational goals, empowerment employees to gather information from within and from outside the organization to learn as well as work and use technology to maximize learning and production. Organizational learning according to Senge in (Basten & Haamann, 2018) can be measured through several indicators, namely personal mastery, vision sharing, mental model, team learning, and systemic thinking.

4. Results

The results showed the simultaneous influence of discipline and organizational learning behavior on the performance of community services. It proves that discipline and organizational learning behavior is highly relevant as a measuring tool with sufficient accuracy to determine the service performance of service employees in the Public Works and Bina Marga Office of Ponorogo Regency. The existence of evidence of the effect of discipline and organizational learning behavior on service performance supports several previous studies such as that conducted by Prawatya & Rahardjo (2012), which proves that discipline has an effect on service performance, and study proves that learning behavior of organizations affects service performance. The research results of Safitri et al. (2018) also concluded that learning behavior of organization affects employee performance or performance.

The simultaneous influence of employee discipline with learning behavior of organization on employees in the licensing sector at PU in Ponorogo Regency which has an impact on the performance or performance of public services can be illustrated that Public Works Department employees as a learning organization are not far from the mindset that only senior management can and do all the thinking for the whole institution. The learning behavior of organization challenges all employees to utilize their mental resources and potential, with the hope that every employee in the PU office can build their own community based on the principles of freedom, humanity, and a collective desire to learn.

Based on the explanation of this discussion, it can be said that discipline in the work process at the Ponorogo District Public Works office goes hand in hand with the willingness of employees to learn in the organization, or discipline and organizational learning behavior are correlated to form service performance. Then discipline is also able to contribute to the achievement of service performance, as well as supervision even though the supervisory factor is classified as less relevant because in discipline there is a growing awareness of completing tasks in an orderly manner and obeying the rules, and there is a learning process in it, which is carried out collectively by all employees.

5. Conclusion

The research concluded that organizations must carry out organizational learning so that these organizations can develop more and can adapt to changes that often occur in the trading

environment. Theoretical foundations used in this study showed that the work climate determine organizational climate, which describes the conditions or characteristics of the environment in which a person performs work tasks which are characteristic of an organization which is formed from the attitudes, behaviors and personalities of all members of the organization. Work climate is also a concept that can provide an overview of the internal atmosphere of the work environment that is felt by its members, or other people who are in that environment for a certain period of time or during activities in the environment (Sadma, 2021).

Related to the public service performance, this study by referring to the Decree of the Minister for Administrative Reform (Men PAN) No. 63 of 2003 and Kepmen PAN No. 25 of 2004 explains that the performance of community services is all forms of services carried out by central, regional, and regional government agencies, or state-owned companies in the form of goods and services, both in fulfilling community needs and in the context of implementing the provisions of the legislation. The evaluation criteria or indicators for measuring service performance include: openness, convenience, certainty, justice, professionalism, facilities and facilities, security and complaints handling.

As a practical implication, the existence of a standard activity of providing services to the community will be expected to get the appreciation expected by the service provider, namely the Ponorogo Regency Public Works Office. Appreciative expectations from providing services to the community, especially in terms of the construction licensing process, are expected that business actors in the construction sector and organizations that apply for permits can receive satisfactory services, in accordance with the standards set out in laws and regulations.

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