



THE ROLE OF BUREAUCRATIC LEADERSHIP IN IMPROVING EMPLOYEE WORK DISCIPLINE IN THE CIREBON CITY TRANSPORTATION DEPARTMENT

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Abstract

This research aims to find out and examine the role of leadership in improving employee work discipline in the Cirebon City Transportation Service, whether it is going well or not. The research method used is a qualitative research method. Data collection techniques were carried out by means of observation, interviews and documentation. The location of this research is the Cirebon City Transportation Department. Researchers determined informants using purposive techniques. In this research, the informants were divided into two, namely key informants, Head of the Cirebon City Transportation Service and secondary informants, employees of the Cirebon City Transportation Service. Data analysis techniques, data collection, data reduction or simplification, data presentation, and drawing conclusions. Researchers obtained data and information obtained from various sources with in-depth knowledge, including the Head of Department and his employees. The results of research regarding the leadership role of service heads in improving employee work discipline in the Cirebon City Transportation Service must be able to improve work discipline so that employees work in accordance with the regulations in the Cirebon City Transportation Service.

Keywords: *bureaucratic leadership role, employee work discipline.*

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INTRODUCTION

Organization as something that cannot be separated from the internal and external environment. The environment that influences organizational activities is always changing. As stated, one of the goals of an organization is how to live and develop by meeting environmental demands. This means being able to take advantage of opportunities or overcome problems and threats from a complex environment. Human resources are an important factor for every organization because without human resources the goals and objectives of the organization will not run as planned. Therefore, the role of human resources is very important in every organization.

In this era, a government organization can be said to be successful if in the organization there is someone who can act as a driver and influence other people who can be responsible for evaluating himself and his subordinates, in this case an ideal leader, because the leader is the core of the organization (Asriyati & Satyadharma, 2023). A leader is a person who is responsible for everything in achieving the goals and priorities of the

organization (Toruan et al., 2021). Because leaders have an important role that is very decisive in achieving the success of an organization in achieving the organizational goals that will be achieved (Mahmud, 2019). In other words, the quality of leadership determines whether or not organizational goals are achieved (Imran et al., 2023). Leaders must be analytical and conceptual thinkers so they can identify problems accurately (Arnas, 2022).

Employee work discipline is very necessary for every organization to reflect a person's sense of responsibility for the tasks given to employees (Ghazali et al., 2016; Nurhatip et al., 2022). Discipline is very important for organizational growth, especially used to motivate employees to discipline themselves in carrying out their work both individually and as a group (Saripuddin et al., 2023). A part from that, discipline is also useful for educating employees to comply with and like existing rules, procedures and policies so as to produce good performance (Hartati & Arifuddin, 2023). Discipline is the most important operative function of Human Resource Management because the better the employee's discipline, the higher the work performance achieved (Tato, 2013).

According to Government Regulation Number 53 of 2010 Article 1 concerning Civil Servant Discipline, namely the ability of Civil Servants to comply with obligations and avoid prohibitions specified in statutory regulations and/or official regulations which, if not obeyed or violated, are subject to disciplinary punishment. However, in practice, there are still many employees who commit disciplinary violations, such as coming late to the office, not attending morning roll call, leaving the office not for work reasons and leaving before time. If these things are left unchecked, they can hinder the achievement of the organization's goals.

Discipline must be enforced in an organization. This means that without the support of good employee work discipline, it is difficult for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals. Law Number 23 of 2014 concerning regional government Article 1 paragraph 2:

"Regional Government is the administration of government affairs by the Regional Government and the Regional People's Representative Council according to the principle of autonomy and assistance duties with the principle of the widest possible autonomy within the system and principles of the Unitary State of the Republic of Indonesia as intended in the Law of the Republic of Indonesia of 1945."

The Cirebon City Transportation Service is the implementing element for government affairs in the transportation sector. The Cirebon City Transportation Service is led by a Head of Service who is under and responsible to the Mayor through the Regional Secretary.

According to Cirebon Mayor Regulation Number 28 of 2021 concerning the Functions and Duties of the Cirebon City Transportation Service, the main task is to assist the Mayor in carrying out mandatory government affairs and assistance tasks given to regions in the field of transportation. The function of the Cirebon City Transportation Service is to formulate policies for the implementation of mandatory government affairs and assistance tasks given to city regions in the field of transportation. Implementation of mandatory government affairs and assistance tasks given to urban areas in the field of transportation. Implementation of evaluation and reporting on mandatory government affairs and assistance tasks given to city regions in the field of transportation. Implementation of service administration in the implementation of mandatory government affairs in the field of transportation and, Implementation of other functions assigned by the Mayor related to his duties and functions.

Based on the results of observations, researchers found several problems regarding the work discipline of employees at the Cirebon City Transportation Service which were not optimal, this can be seen from: Employee discipline is still in doubt, for example in

attending morning roll call and being late in coming to the office. During working hours, there are still employees who are not in the room, going out of the office not for work reasons. There is still a lack of sanctions against employees who commit disciplinary violations, so that employees feel relaxed about violating applicable regulations.

Based on the background description above, the author is interested in researching and making a thesis research proposal entitled "The Role of Bureaucratic Leadership in Improving Employee Work Discipline in the Cirebon City Transportation Service".

THEORETICAL BASIS

Financial Literacy

According to Irham Fahmi, in his introductory book on the science of leadership (2018), Leadership is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with planned orders. According to Stephen P. Robbins in his introductory book on leadership by Irham Fahmi (2018), leadership is the ability to influence a group towards achieving a goal.

According to Handoko (2001) in the book Human Resource Management by Lijan Poltak Sinambela (2019) states that Discipline is a person's willingness that arises with their own awareness to follow the regulations that apply in the organization.

According to Lijan Poltak Sinambela (2019), Work Discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to follow the established rules of the game.

RESEARCH METHOD

The research method used by the author is a descriptive qualitative research method. For qualitative research, the methods usually used are interviews, observations and use of documents. Location: This research was conducted at the Cirebon City Transportation Service, Jalan Jalan Pemuda Pemuda No.8, Sunyaragi, Kec. Kesambi, Cirebon City. The research was carried out for one month starting from July to August 2022. Informant Techniques, Informant Selection Techniques and Data Collection Techniques.

The details of the informants used in this research are:

- 1) Key Informant: Head of the Cirebon City Transportation Service.
- 2) Supporting Informant (Supporting Informant); Civil Service Staff of the Cirebon City Transportation Department; Cirebon City Transportation Department Finance Staff.

Researchers collected data through several technical processes, including:

Observation or direct observation is a way to obtain data by direct observation of research objects to obtain data that is relevant to the research object. Next, the researcher understands and analyzes various symptoms related to the research object, namely the Role of Leadership in Improving Employee Work Discipline at the Cirebon City Transportation Service through various real conditions and situations that occur in the field.

An interview is a meeting of two people to exchange information and ideas through questions and answers, so that meaning can be constructed on a particular topic. The interviewer (researcher) asks questions and the interviewees (key informants and supporting informants) provide answers to those questions. Interviews were conducted to obtain direct data through two-way communication by expecting real answers from informants.

Documentation is evidence of searches to obtain supporting information in research. This documentation can be in the form of event records, in the form of photos, writing, drawings, works of art and so on. Literature Study

Literature study is a collection technique by studying literature, books, documents and other written sources that are related to the problem the author is researching to become reference material and research references.

The data validity test used in this thesis research is the triangulation technique. Triangulation is a technique obtained by checking, rechecking and cross checking the data. Triangulation according to Moleong (2010) can be done in various ways, namely:

- 1) Compare data from field observations with interview results.
- 2) Comparing what people say in public with the results people say in private.
- 3) Compare what people say about research situations with what is said all the time.
- 4) Comparing the situation from one's perspective with various opinions and comparisons of people such as ordinary people, those with middle or high education, wealthy people, and government people.
- 5) Compare the results of the interview with the contents of a related document.

This research uses data analysis techniques from Miles and Huberman in Sugiyono's book (2013), namely data collection, data reduction or simplification, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

The results of the research and discussion are in accordance with the problem formulation, namely How is the Role of Bureaucratic Leadership in Improving Employee Work Discipline in the Cirebon City Transportation Service.

From the results of observations, researchers sought to find out about the leadership of the Head of Service in Improving Employee Work Discipline at the Cirebon City Transportation Service, whether the Head of Service in improving employee work discipline was optimal or not optimal. This research was carried out using in-depth interview techniques with information as a form of data planning and direct documentation to obtain information which was then analyzed by the researcher.

The Role of Bureaucratic Leadership in Improving Employee Work Discipline at the Cirebon City Transportation Service, researchers conducted interviews with informants. The results of the researcher's interviews with informants are as follows.

The Role of Bureaucratic Leadership in Improving Employee Work Discipline at the Cirebon City Transportation Service

Leadership is about a person's ability to direct, move and influence other people or groups to achieve organizational goals together. The position of a leader certainly has authority in every action carried out by his subordinates. The success of a leader depends on his ability to influence. In improving employee work discipline, a good leader will always be used as an example by his employees, namely in the form of communication, both direct and indirect, to move his employees so that they are fully understanding, aware and willing to follow the leader's wishes.

Decision Making Role

The decision-making role is a managerial job that must decide what to do, how to do it, who does it, and when it will be done. The most important aspect of most forms of decision making is deciding how to allocate resources among various activities according to their relative importance (resource allocation), including planning, developing procedures to avoid problems (potential problem analysis) and developing procedures to respond quickly and effectively to crisis problems that cannot be avoided (contingency planning).

Decision-making

Decision making is a managerial job that must decide what to do, how to do it, who does it, and when it will be done. The role of the head of service is as a decision maker because the leader has full authority and usually the leader decides directly.

Setting Goals

Setting targets means that there are goals set by the leadership that will make it easier for employees to realize a goal that will be achieved. The role of the Head of the Cirebon City Transportation Service as leader is that he is involved in setting targets. This can be seen by him taking part in the activities held, such as Active 68 which aims to regulate traffic.

The Role of Influence

Leaders must be able to influence their subordinates, so that they are willing to work together in realizing a work program. Leaders can develop various techniques to influence subordinates, and this is actually easy for leaders because of the authority they have.

Influence employee behavior

In the role of influence, the leader here must be able to influence and be an example in carrying out his work so that he is active and disciplined in his work. The role of the Head of the Cirebon City Transportation Service as a leader is to always provide influence and example to his employees. This can be seen by leaving on time and attending morning assembly by providing motivation.

Motivating Role

Providing encouragement or motivation to employees to work harder. In motivating, leaders should really understand the character of subordinates who have different abilities, knowledge and behavior. The relationship between influence and motivation is that if the influencing role is effective, the motivating role will be easier to carry out.

Motivating Employees

Leaders here must provide motivation or encouragement to their employees by instilling positive influence and input. The role of the Head of the Cirebon City Transportation Service as a leader motivates his employees. This can be seen from the fact that he often provides motivation and direction during morning assembly.

Interpersonal Roles

The interpersonal role in relation to his position as a leader is that as a well-respected figure or character, the leader must display good and correct behavior, such as a high work ethic, discipline and other positive attitudes.

Leaders as Employee Figures

The role of the leader here is that as an employee figure the leader must display and guide how to behave properly and correctly by setting an example for his employees to be disciplined at work.

The role of the Head of the Cirebon City Transportation Service as leader is that he is always a figurehead for his employees. This can be seen by him always exemplifying disciplined behavior at work, considering his subordinates as his friends, always supervising every activity.

Informational Role

The informational role is to explain to subordinates policy plans, as well as role expectations, and instructions about how work should be done, responsibilities for subordinates or team members, and performance goals and authorizing action plans to achieve them. Communication skills are very necessary for a leader to be an effective communicator.

Become a Communicator for Employees

In the informational role of the leader here, namely as a communicator for his employees, who will provide information regarding policy plans, work instructions, goals and hopes. The role of the Head of the Cirebon City Transportation Service as leader is always to be a communicator for his employees. This can be seen from the fact that he often gives directions regarding the activities to be carried out.

Employee Work Discipline at the Cirebon City Transportation Service

Discipline is an attitude of respect and obedience to rules that reflects a person's sense of responsibility for the tasks given to him. Without good employee work discipline, it is difficult for corporate organizations to achieve optimal results.

Presence

Attendance is a basic indicator for measuring discipline and usually employees who have low work discipline are used to being late for work.

Timeliness Present

Punctuality in attendance means that employees who have high work discipline will definitely attend or enter the office on time according to the specified working hours. Based on the results of observations made directly in the field, not all of the Cirebon City Transportation Department employees were present on time. This can be seen from the receipt of salary deductions if the employee is late for work.

Compliance with Work Regulations

Employees who comply with the work regulations in question are employees who will not neglect work procedures and will always follow the work guidelines set by the company.

Attitude of Obedience to Work Procedures

Obedience to work procedures means that an employee obeys office regulations, is disciplined in working according to applicable working hours regulations, and carries out the duties and responsibilities that have been given or entrusted to him. Cirebon City Transportation Department employees' attitude towards obeying work procedures is not optimal. This can be seen by employees often procrastinating on their work.

Attitude to Accept Punishment/Sanctions if Violating Work Rules

The attitude of accepting punishment/sanctions here is if an employee violates working hours rules and does not comply with existing office regulations and in carrying out his duties. Cirebon City Transportation Service employees receive punishment/sanctions. This can be seen from the light, medium and severe warnings given to employees.

Adherence to Work Standards

Compliance with work standards means that when carrying out work, employees are required to comply with all work standards that have been determined in accordance with the work regulations that have been established. Judging from the magnitude of the employee's responsibility for the tasks entrusted to him.

Attitude of Compliance with Working Hours Rules

The attitude of obeying the working hours regulations is that when working, employees always comply with the applicable hours regulations. Cirebon City Transportation Department employees comply with suboptimal working hours regulations. This can be seen by employees often being late and delaying their work, resulting in pay cuts being given.

Responsibility for Assigned Tasks

Responsibility for the tasks assigned is the attitude or behavior of employees to carry out work seriously and in accordance with their respective duties. Cirebon City

Transportation Department employees' attitude of responsibility towards the tasks given is not optimal. This can be seen by employees often procrastinating their work and some employees not working according to their main duties and functions.

High Level of Alertness

Employees who have high alertness will always be careful, calculating and thorough in their work, and always use things effectively and efficiently.

Full of Accuracy in Work

Full thoroughness in work means that employees carry out their work carefully and thoroughly and always use their time effectively and efficiently. Cirebon City Transportation Department employees have an optimal attitude and thoroughness in their work. This can be seen from the employees of the Cirebon City Transportation Department who, in carrying out their duties, always report it to the leadership and make reports carefully.

Working Ethically

Ethical work is the values or norms that employees adhere to in carrying out their work. Such as an attitude of respect and mutual respect for leaders and fellow co-workers.

Adherence to Work Ethics

Obedience to work ethics means using time effectively and efficiently in carrying out work. Cirebon City Transportation Department employees' attitude towards work ethics is not optimal. Employees at the Cirebon City Transportation Service are not yet optimal in adhering to work ethics. This can be seen by employees of the Cirebon City Transportation Department not using their time effectively and efficiently, such as leaving the office not for work reasons.

Ethical Attitudes in Relationships with Colleagues

Ethical attitudes in relationships between co-workers in question are attitudes of mutual respect and appreciation for fellow co-workers in order to create harmonious relationships and a comfortable office environment. Cirebon City Transportation Department employees have optimal ethical attitudes in their relationships with co-workers. This can be seen from the employees of the Cirebon City Transportation Department who are very harmonious and they respect, appreciate and even motivate each other in their work.

Factors Inhibiting Leadership in Improving Employee Work Discipline at the Cirebon City Transportation Service

There are several inhibiting factors in the leadership of the Head of Service to improve employee work discipline, based on the statement of the Head of Service and the author's findings in the field that the inhibiting factors are as follows.

- 1) There are several employees at the Cirebon City Transportation Department who are late entering the office and leaving work before time.
- 2) Differences in perception always arise between other members.
- 3) Employees at the Cirebon City Transportation Department still often postpone work.
- 4) Lack of self-awareness from Cirebon City Transportation Service Employees.

Efforts made by the Head of Service to Improve Employee Work Discipline

There are several efforts to improve employee work discipline, based on statements from the Head of Service and findings in the field, these efforts are as follows.

- 1) There is a reduction in salary allowances for employees who are late for work and leave prematurely.

- 2) Provide sanctions/punishments for employees who violate regulations. The sanctions for minor violations are warnings 1 to 3, moderate warnings are transferred and serious warnings are dismissed.

CONCLUSION

Based on the results of the researcher's analysis of the data obtained and based on the results of interviews, the author can conclude regarding the Role of Leadership in Improving Employee Work Discipline in the Cirebon City Transportation Service, namely: Leadership in Decision Making and setting policy targets for employees without discussing it with the staff first. his employees. In the Influencing Role, the leader always provides positive influence and input to his employees during morning roll call. In the Motivating Role, the leader always motivates his employees during morning assembly. Then the Interpersonal Role, in this role sometimes the leader has a high ego in giving orders that are not in accordance with official orders, but must be in accordance with what he wants. And finally, the Informational Role, in carrying out this role the leader becomes a communicator for his employees and provides information about what activities there will be, or discusses the program and with his direction during morning assembly or when gathering.

Employee Work Discipline has five dimensions, namely, in terms of employee attendance, there are still some employees who often come to the office late and do not attend morning assembly. Second, Compliance with Work Regulations, namely that there are still employees who do not obey office regulations and often procrastinate work, as well as lacking awareness of themselves. Third, compliance with work standards, in carrying out working hours regulations and in carrying out work is not optimal. Fourth, there is a High Level of Vigilance, employees are very thorough in carrying out their work. Fifth, namely Working Ethically, there are still employees who do not use their time effectively and efficiently, such as leaving the office not for work reasons. The ethical attitude towards relations between co-workers of Cirebon City transportation service employees is very good.

The inhibiting factor for the role of leadership in improving employee work discipline in the Cirebon City Transportation Service is poor employee discipline.

Efforts that have been made by the Head of Service as a leader in improving employee work discipline at the Cirebon City Transportation Service include cutting salary allowances for employees who are late for work and leave prematurely, providing sanctions/punishments for employees who violate regulations. The sanctions for minor violations are warnings 1 to 3, moderate warnings are transferred and serious warnings are dismissed.

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