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The Effect of Motivation and Supervision on Employee Work Discipline during the Implementation of Work from Home at the Medium Customs and Excise Office Type A Pasuruan

Mohammad Farid Bisri

Master of Management, Sriwijaya University, Palembang, Indonesia
Corresponding author email: faridbisri@gmail.com

Badia Perizade

Lecturer of Magister Management, Economic Faculty, Sriwijaya University, Palembang, Indonesia
Email: badiaiperizade1953@gmail.com

Agustina Hanafi

Lecturer of Magister Management, Economic Faculty, Sriwijaya University, Palembang
Email: tinahanafi@gmail.com

Marlina Widiyanti

Lecturer of Magister Management, Economic Faculty, Sriwijaya University, Palembang, Indonesia
Email: marlinawidiyanti68@yahoo.co.id

Abstract---This study aims to determine the effect of motivation and supervision on employee work discipline during the implementation of work from home at The Medium Customs and Excise Office Type A Pasuruan. The total population is 125 employees, and all of them are used as samples. This research uses multiple linear regression analysis methods. The study results show that motivation and supervision positively and significantly affect work discipline, where supervision is more dominant than motivation. Motivation needs to be improved by maintaining work and rest time according to employee capacity (work-life balance). Meanwhile, supervision will obtain optimal results if the work evaluation is carried out fairly and proportionally.

Keywords---Motivation, Supervision, Work Discipline.

Introduction

Human resources have a significant role where the progress of an organization is determined by the quality and capability of the people involved in it so that all of them try to improve themselves through human resource management to be able to overcome every challenge. Likewise, the Medium Customs and Excise Office Type A Pasuruan. Customs is one of the public agencies in the customs and excise sector with the duties and functions of facilitating trade, industrial assistance, protecting the public from illegal goods, as well as collecting state revenues (Arofiq, 2020).

Today's challenges are managing human resources during the Corona pandemic Virus Disease 2019 (COVID-19). The ferocity of transmission and the impact of the virus, which can cause death, affect employees' mentality during work because it is hazardous for life safety (Hu & Liu, 2020; Marder et al., 2021). The emergence of this threat is a problem that must be addressed and managed correctly because it is feared that it can affect employee work discipline. According to Martoyo (2002), one of the factors that can affect employee work discipline in an organization is motivation, as well as supervision which can also affect work discipline according to his opinion (Hasibuan, 2017).

In managing human resources to maintain motivation during the pandemic, the Medium Customs and Excise Office Type A Pasuruan. Customs implements a work-from-home policy program to prevent crowds in the office to minimize transmission. In addition, working from home is also to meet the needs of employees to gather with their families to create a work-life balance. Not only targeting the fulfilment of security and social needs, other motivational policies implemented include providing salaries and allowances above the City Minimum Wage, awarding outstanding employees, and facilitating employee competency improvement through e-learning and remote training during the pandemic (Amrai et al., 2011; Harandi, 2015; Daskalovska et al., 2012). In addition to the motivation policy as above, supervisory activities are carried out by the direct supervisor and the Internal Compliance Unit to maintain employee discipline through sudden inspections of employee attendance or called spot checks. These activities ensure that employees are present and working on completing tasks properly.

Table 1
Employee Order Data Before and During WFH Policy

Period (Month)	Before WFH		Period (Month)	During WFH	
	Number of Spotches	Violation (%)		Number of Spotches	Violation (%)
Feb 2019	5	0	Feb 2020	1	13.6
March 2019	6	4.8	March 2020	-	20
April 2019	12	11.2	April 2020	-	20.8
May 2019	14	9.6	May 2020	-	13.6
June 2019	6	4	June 2020	1	15.2
July 2019	5	8	July 2020	2	20.8
August 2019	7	5.6	August 2020	-	12
Sept 2019	6	8.8	Sept 2020	-	16.8
Oct 2019	8	13.6	Oct 2020	2	12
Nov 2019	6	11.2	Nov 2020	-	4
Dec 2019	5	7.2	Dec 2020	-	3.2
Jan 2020	-	8	Jan 2021	-	0
Average	6.7	7.6	Average	0.5	12.6

Source: Data on Employee Order Reports and the Implementation of the Pasuruan KPPBC TMP A Spotchek Period February 2019 to January 2021.

Based on the table above, the WFH policy as a motivational policy does not affect the increase in employee discipline. During the WFH period, there was an increase in attendance violations, with an average of 12.6% of employees who violated them. Meanwhile, before WFH, there were fewer attendance violations, with an average of 7.6 % of the 125 employees.

Meanwhile, spot check activities, which are a form of supervision from the direct supervisor and the Internal Compliance Unit, can affect the level of employee discipline during the period before WFH and during WFH. One year before the WFH policy was implemented, the average *spot check* was 6.7, with an employee attendance violation rate of 7.6%. Meanwhile, during the one year of *WFH*, the average spot check was 0.5, with an employee presence violation rate of 12.6% or an increase in violations of 5%.

Literature Review

Work discipline

Work discipline is an attitude and behaviour that is carried out voluntarily with full awareness and willingness to follow the rules set by the company or superiors, both written and unwritten (Robbins & Judge, 2016). According to Mondy, (2008) work discipline has several components, namely: 1) attendance, 2) compliance with work regulations, 3) adherence to work standards, 4) high level of vigilance, and 5) ethical work.

Motivation

Motivation is a mental state, and human attitude that provides energy encourages activity or movement and directs or channels behaviour towards achieving needs that satisfy or reduce imbalances (Berelson & Stainer, 2002). The

dimensions of motivation according to Maslow's theory are grouped into five levels, namely: 1) physiological needs, 2) security needs, 3) social needs, 4) self-esteem needs, and 5) self-actualization needs.

Supervision

Supervision is the measurement and improvement of the implementation of the work of subordinates so that the plans that have been made to achieve organizational goals can be carried out (Koontz et al., 2007). Based on the opinion (Robbins & Coulter, 2014), there are four dimensions of supervision, namely: 1) setting standards, 2) measuring, 3) comparing, and 4) taking action.

Research Method

The population in this study were all employees at the Pasuruan A Customs Middle Type Supervision and Service Office, totalling 125 people, all of whom were used as samples. This research uses multiple linear regression analysis methods.

Results and Discussion

The effect of motivation on work discipline

Based on the results of statistical tests, it is known that the motivation coefficient has a positive value of 0.147, with the assumption that the monitoring variable is constant, then every 1 unit increase in motivation will increase work discipline by 0.147. This value also shows that motivation positively affects work discipline, which means that the higher the motivation, the more likely it is to increase work discipline. The results of the t-test on motivation show a value of 2.645 and a significance value of 0.009, which is smaller than 0.05. It can be concluded that the motivational variables supported by the dimensions of physiological, security, social, self-esteem, and self-actualization needs partially affect significantly to work discipline (Zoulikha, 2014; Hyrkäs et al., 2003; Staroswiecki & Gehin, 2001).

These results follow Hasibuan (2017), which suggests that motivating employees has several goals for the smooth running of an organization's business. The purpose of providing motivation is to increase discipline and reduce employee absenteeism. So it is clear that motivation influences work discipline; employees with low work motivation tend to build a destructive attitude so that their disciplinary efforts will experience a more complicated and complex process. Employees with high work motivation will build a constructive attitude so that it is relatively more straightforward for management to improve the work discipline of their employees.

The results of this study are also in line with previous research conducted by Ginting & Sihombing (2021), Hidayati & Oktaviani (2020), Vanesa et al. (2019), Lupini (2019), Fatoni et al., (2019), Sembiring & Sitepu (2019), Diahloka (2019), Rizal & Radiman, (2019), Wiyenny, et al, (2019), Maharani, (2018), Saragih et al. (2018), Kumarawati, et al, (2017), Fauzan (2017), Oktaria & Nugraheni (2017), Wardhani et al. (2016), Hendrawan et al. (2016), Nurwidyanti et al. (2015), which states that motivation has a significant effect on work discipline.

Judging the frequency distribution table shows that the leadership appreciates good performance. This shows that KPPBC TMP A Pasuruan has made efforts to fulfil the need for appreciation to the majority of its employees, where this is done to motivate employees to be moved to carry out their duties properly following organizational provisions.

The effect of supervision on work discipline

Based on the results of statistical tests, it is known that the supervisory coefficient has a positive value of 0.849, with the assumption that the motivation variable is constant, then every 1 unit increase in supervision will increase work discipline by 0.849. This value also shows that supervision positively affects work discipline, which means that the higher the supervision, the more likely it is to increase work discipline (Hill et al., 2003; Demerouti et al., 2004). The results of the t-test on supervision show a value of 10,401 and a significance value of 0.000, which is smaller than 0.05; it can be concluded that the supervision variable is supported by the dimensions of setting standards, measuring, comparing, and taking action partially has a significant effect on work discipline.

These results align with the opinion of Handoko (2012), which states that supervision is an essential factor that can affect employee discipline. Likewise, the opinion of Koontz et al. (2007), suggests that supervision is a

measurement and improvement of the implementation of the work of subordinates so that the plans that have been made to achieve company goals can be implemented.

The results of this study are also in line with previous research conducted by [Ginting & Sihombing \(2021\)](#), [Yapentra \(2021\)](#), [Rahmad et al. \(2021\)](#), [Handayani \(2020\)](#), [Hidayati & Oktaviani \(2020\)](#), [Lupini \(2019\)](#), [Rizal & Radiman \(2019\)](#), [Christian \(2019\)](#), [Sabarina \(2018\)](#), [Wiyenny et al. \(2019\)](#), [Maharani \(2018\)](#), [Nurbudiwati \(2019\)](#), [Situmorang et al. \(2018\)](#), [Turnip et al. \(2017\)](#), [Kumarawati et al. \(2017\)](#), [Setiyani et al. \(2015\)](#), which shows that supervision has a significant effect on work discipline.

The frequency distribution table shows that the organization already has clear work guidelines. This shows that KPPBC TMP A Pasuruan has set work standards that can be used as guidelines for employees in carrying out their duties. Work guidelines are also a tool for supervisory officials to realize work discipline by ensuring work follows the organization's guidelines.

The dominant variable affecting work discipline

Based on the results of statistical tests, it is known that the supervisory coefficient is 0.849, indicating that it is greater than the motivation coefficient of 0.147. This means that supervision is more dominant than motivation. The conclusion of the statistical test results shows that supervision is more dominant than motivation could occur because, in supervision, there is a measurement mechanism and corrective action during the execution of tasks that may significantly affect the realization of work discipline, as argued by [Koontz et al. \(2007\)](#), which states that supervision is measurement and improvement of the implementation of the work of subordinates so that the plans that have been made to achieve organizational goals can be implemented. While motivation with a need-fulfilling stimulus cannot move employees with different needs, Maslow argues that once a need is substantially fulfilled, the need is no longer a motivator ([Robbins & Coulter, 2014](#)).

Conclusion

1. Motivation and supervision positively and significantly affect employee work discipline during the implementation of *work from home* at the Medium Customs and Excise Office Type A Pasuruan.
2. Supervision has a dominant influence on employee work discipline during the implementation of *work from home* at the Medium Customs and Excise Office Type A Pasuruan.

Suggestion

For Customs and Excise Service Supervision and Service Office Type A Pasuruan Customs

1. On the motivation variable, consider setting work and rest time according to the employee's capacity (work-life balance) to maintain employee motivation at work.
2. In the supervision variable, to improve the quality of the evaluation implementation fairly and proportionally in carrying out work supervision for employees by making improvements to the work evaluation method.

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