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The Effectiveness of the Leadership of the Head of Service in Improving Employee Work Discipline

Sri Kasiami[1], Septi Wulandari[2*], Ellena Putri Hernanda[3], Novita Elisa Rusdiana[4]
[1234]Faculty of Social and Political Sciences, Bojonegoro University, Indonesia
Email: sri.kasiami@gmail.com , septiwuland09@gmail.com , ellenaputri@gmail.com , nelisarusdiana@gmail.com

Abstract. This study aims to analyze the effectiveness of the leadership of the Head of Service in improving the work discipline of employees at the Bojonegoro Regency Library and Archives Service. The focus of this research is using theory of organizational effectiveness, which measures organizational effectiveness through three main dimensions: goal achievement, integration, and adaptation. The research method used is qualitative descriptive with data collection through interviews, observations, and documentation. The results of the study show that the leadership of the Head of Service has been effective in improving employee work discipline, as evidenced by the high level of employee attendance which is influenced by the fingerprint-based attendance system and reward and punishment mechanisms. Regular meetings between leaders and employees also play an important role in improving communication and cooperation. However, technical challenges, such as disruptions to facilities, as well as limited facilities and infrastructure, remain obstacles. In conclusion, good leadership, integration between teams, and adaptation to technological changes as well as strengthening facilities and infrastructure are the main factors in improving employee work discipline. Further research can explore further solutions to address infrastructure challenges and improve employee motivation..

Keywords: Effectiveness; Leadership; Work Dicipline

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INTRODUCTION

Improving the quality of public services is one of the main concerns of governments around the world, including in Indonesia. In various sectors, one of the important elements that support the success of an institution is employee work discipline. Work discipline is the main factor in achieving larger organizational goals, and the success of government agencies in providing maximum service is highly dependent on employee performance and discipline. One of the elements that plays an important role in improving work discipline is the leadership of the head of the service, which has a significant influence in creating a productive and disciplined work environment (Barker, 2021).

Globally, leadership effectiveness is one of the issues that continues to be studied in the context of organizational management. Research shows that good leadership can improve organizational performance, which in turn contributes to the achievement of long-term goals and success. In many cases, the head of the agency who has the ability to motivate and direct employees wisely, will be able to create high discipline within the organization. On the other hand,

Email Correspondence:
septiwuland09@gmail.com

the inability of the head of the service to provide clear and consistent direction can hinder the achievement of organizational goals and reduce the level of employee discipline (Hargis & O'Neill, 2019).

In Indonesia, the issue of employee work discipline in government agencies cannot be underestimated. Based on data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB), employee work discipline is one of the main challenges in improving the quality of public services. A decline in work discipline is often associated with weak leadership and a lack of effective supervision in government organizations. This is reflected in the results of the evaluation of the performance of a number of government agencies which shows that employee work discipline is still a problem that needs more attention (Kemenpan RB, 2020).

At the regional level, the Bojonegoro Archives and Library Service is one of the important agencies in supporting public services, especially related to the management of information and archives that are accurate and accessible to the public. Despite having a very important role, the Bojonegoro Archives and Library Service faces challenges in terms of improving employee work discipline. This can be seen from several public complaints related to services that are sometimes unresponsive and delays in completing administrative tasks, which are an indication of low work discipline in the environment. Therefore, this study focuses on analyzing how the leadership of the head of the service can improve the work discipline of employees at the Bojonegoro Archives and Library Service.

The theory used in this study is the theory of organizational effectiveness from Richard M. Steers, which measures organizational effectiveness through three main dimensions: goal achievement, integration, and adaptation. Goal achievement measures the extent to which an organization can achieve a set goal. Integration measures the extent to which the members of an organization cooperate with each other and support the achievement of those goals. Adaptation measures an organization's ability to adapt to changes in the existing environment. These three dimensions are relevant to measure the effectiveness of the leadership of the head of the agency in improving the work discipline of employees because the effectiveness of leadership is highly dependent on the ability of the head of the agency to motivate employees, maintain harmonious cooperation, and adjust policies to the needs in the field (Steers, 2018).

The reason for choosing Steers' theory in this study is because it provides a comprehensive framework for assessing organizational effectiveness, which includes important aspects such as organizational goals, integration between members, and the ability to adapt to change. This theory is very relevant to be used in measuring the effectiveness of leadership in government

organizations such as the Archives and Library Service of Bojonegoro, where the head of the service must be able to direct employees to achieve organizational goals, maintain team harmony, and be able to adapt to technological developments and changes in community needs (Suryani, 2020).

This research is also very relevant in the context of improving the performance of government apparatus at the local level. The gap found is that although there have been various policies to improve employee work discipline, there are still many government agencies that have difficulty in implementing them consistently. This shows the urgent need to explore more deeply the role of leadership in improving work discipline in government agencies. This research is also expected to provide practical recommendations for service heads in various regions to improve their leadership methods in order to improve employee discipline (Kurniawan, 2021).

The urgency of this research lies in the importance of understanding the factors that affect the work discipline of employees in government agencies. In the context of the Bojonegoro Archives and Library Service, improving work discipline will have an impact on improving public services, which will ultimately contribute to the achievement of regional development goals. Therefore, the results of this research are expected to make a significant contribution to the development of effective leadership models in government agencies (Rivai, 2018).

For reference, Steers (2018) explained that effective leadership must be able to direct the organization to achieve clear goals, maintain good cooperation between members, and adapt to changes that occur in the surrounding environment. In this context, the head of the service plays an important role in creating a disciplined work culture through inspirational leadership and good human resource management. Therefore, this study will use this approach to analyze how the head of the Bojonegoro Archives and Library Service can improve employee work discipline through the implementation of effective leadership (Arifin, 2019).

Leadership has a strategic role in improving work discipline. An effective leader not only motivates employees to obey the rules, but is also able to create a conducive work atmosphere. According to (Fathurrohman, 2017), leadership effectiveness can be measured through the ability of leaders to make rational and innovative decisions, as well as harmonious collaboration with employees.

Although the Bojonegoro Regency Library and Archives Office has implemented a fingerprint-based attendance system, its implementation has not been optimal due to technical glitches that often occur, so manual attendance is still used. In addition, some employees were seen not complying with the provisions, such as inappropriate work attributes. The ineffectiveness

of this system has an impact on the overall low work discipline. Seeing the importance of the role of leadership in creating a disciplined work environment, this study aims to analyze the effectiveness of the leadership of the Head of Service in improving the work discipline of employees at the Bojonegoro Regency Library and Archives Service. This research is expected to contribute to the development of more effective leadership strategies and the implementation of a better work discipline system in government agencies.

METHODS

This study uses a qualitative descriptive approach. This approach was chosen because it aims to describe or analyze phenomena that occur in a certain context, in this case the effectiveness of the leadership of the head of the service in improving the work discipline of employees at the Bojonegoro Regency Library and Archives Service. This qualitative descriptive research emphasizes a deep understanding of the problem without attempting to generalize the findings to a wider population (Creswell, 2018; Sugiyono, 2019). Through this approach, researchers not only describe existing conditions, but also seek to understand and analyze the factors that affect the effectiveness of employee leadership and work discipline. Focus/Object of Research is in accordance with the formulation of the problem that the focus or object of this research is the effectiveness of the leadership of the head of the service in improving the work discipline of employees in accordance with the theory according to Richard M. Steers who stated that the approach to measuring effectiveness is the achievement of goals, integration, and adaptation.

An informant (source) of the research is someone who has information about the object of the research. The informants of this research are as follows: 1. Secretary of the Service 2. Head of General, Finance, and Personnel Subdivision 3. Head of Library 4. Functional Officer (Young Expert Archivist) 5. ASN and Non-ASN staff (3 people) In this study, informants were determined using *purposive techniques*, which are selected with certain considerations and objectives that really master an object being studied. Data collection techniques through interviews, observations and documentation.

RESULTS AND DISCUSSION

Goal Achievement

The achievement of the intended goal is the realization of work discipline. Goal achievement includes time and goal aspects. The aspect of time in question is the level of employee attendance which can describe discipline at work. Attendance also shows the employee's compliance with the regulations regarding working hours and awareness of his obligations as an

employee. Therefore, attendance is not only measured by employee attendance, but also by the punctuality of entry and completion of work.

Employees must work in accordance with the applicable working hours provisions, namely from 08.00 – 16.00 WIB for Monday, Thursday, while for Fridays the applicable working hours are from 07.30 – 16.00. Before starting work, employees must be present with *finger prints*. Likewise, when returning from work, employees are also required to be absent with finger prints. Apart from the results of the researcher's observations, this was also conveyed by the informant in the interview.

Furthermore, the target aspect in question is the level of attendance of employees of the Bojonegoro Regency Library and Archives Service in each month. In the morning apple activity. Apart from morning apple activities, work discipline can also be seen from the attendance of employees every day, both using finger prints and applications for ASN and manual attendance. The manual attendance is provided for employees. Generally, manual attendance is used by employees if the attendance using *finger print* is undergoing maintenance/error, but manual attendance can also be filled by employees if they have made attendance using *finger print*. From the researcher's observation, employee discipline can also be seen from the completion of work given by the leader on time. This has been carried out by employees in the implementation of daily tasks.

The achievement of the goals in question includes the aspects of time and goals. From the time aspect, namely the level of employee attendance at work. The level of employee attendance that can be seen from the provisions of working hours is good. In addition, it is supported by existing data, namely the level of employee attendance for 1 (one) year. The target aspect in question is the level of attendance of employees of the Bojonegoro Regency Library and Archives Service in each month. This can be seen from the data on the level of employee attendance each month which is good, the morning apple activity which is routinely carried out every Monday and Wednesday and attended by all employees, the use of attributes and uniforms in accordance with applicable regulations. It was also said by the Head of Service in the morning apple which was carried out which stated that work discipline is very important to be done. It can be said that the leadership of the head of the service in improving employee work discipline has been effective. It can also be seen from the results of interviews with several informants who said that the leadership of the head of the service in improving employee work discipline has been quite effective.

Integration

Integration can be carried out by conducting meetings that are routinely carried out between leaders and subordinates which aim to improve communication between leaders and subordinates as well as between subordinates and subordinates. From the researchers' observations, the head of the service routinely visits each field to evaluate and supervise what activities are being or have not been carried out by each field and provide suggestions for activities that have not been carried out so that they can be carried out immediately in accordance with the field plan. In addition, the head of the agency also gives directions if there is something that he does not understand, he can communicate and cooperate with other fields or parties who handle it.

In addition, the integration in question is the implementation of rewards and punishments for employees in accordance with existing regulations. The reward given by the leadership to employees, especially civil servants, is by providing additional income (TPP) the amount of which is adjusted to the level of attendance of each employee. In addition, employees who perform well and meet the requirements of rank/class will be promoted to occupy a position. Furthermore, when giving punishment to employees who are not disciplined in their work, the leadership will take a firm stance by giving verbal reprimands.

The follow-up to the summons is to be warned by the leadership to follow the next morning apple, if they are no longer present in the next morning apple, it will be reported to the agency that handles personnel. This summons is effective for the leadership because it provides a deterrent effect for employees who are not disciplined and so that in the future employees do not repeat the same thing so that they can make employees more responsible and disciplined at work. With the integration carried out, namely holding regular meetings within the service led directly by the head of the service and providing rewards and punishments to employees who are not disciplined, it shows that the leadership of the head of the service in improving employee work discipline has been running effectively.

The integration in question is to hold meetings related to work discipline and the provision of sanctions/punishments to employees who are not disciplined. Meetings related to work discipline have been held and chaired directly by the head of the agency. This meeting was held to evaluate employees. This meeting was held so that employees were better at carrying out the duties / work given by the leadership. In addition, it is done to improve communication between the leader and his subordinates because in the meeting that is held, the leader receives all suggestions and inputs given by employees. In addition, integration is related to the provision of

rewards and punishments. *The rewards* given are in the form of giving TPP to employees, especially civil servants, and promotions to employees who have met the staffing requirements. The punishment given is to give strict action to employees who are not disciplined in their work. This has been done by the leadership by summoning employees who violate and being warned not to repeat the same thing again. The summons made is quite effective because with sanctions like this, it can form employees who are more disciplined in their work.

Adaptation

The adaptation in question is to improve employees' ability to work and the availability of infrastructure facilities to support employees' work. This ability improvement is carried out so that employees can complete the work that is their responsibility on time and responsibly. Improving employee capabilities is also important so that work that is deadline can be carried out quickly and on time. With this, the work that is the responsibility of the employee can be completed properly and the employee becomes disciplined in work. In addition, adaptation for effective leadership is the availability of facilities and infrastructure that support employees at work. Facilities and infrastructure are very important because the existence of adequate facilities and infrastructure can speed up the completion of work and make it easier for employees to carry out the tasks given by the leadership.

The infrastructure facilities in question include official vehicles, smooth internet network attendance tools, adequate computers and other devices, and places of worship. The Bojonegoro Regency Library and Archives Office already has adequate infrastructure to support the work of employees because with adequate facilities and infrastructure, it can make employees disciplined to work and complete the tasks/work given on time. This adaptation is related to improving the ability of employees and infrastructure. Employee capacity improvement has been carried out, namely the adaptation of employees to the latest (electronic) correspondence application. This activity was led directly by the head of the service and attended by employee representatives from each field. This activity is carried out by the leadership so that employees can complete the tasks/work given more effectively and efficiently. In addition, adaptation is also related to existing infrastructure. Facilities and infrastructure have proven to be very important in improving employee work discipline which can be seen from the results of interviews with several informants. With adequate facilities and infrastructure, employees can complete the tasks/work given by the leadership with full responsibility and on time.

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CONCLUSIONS

The implementation of the work discipline improvement program at the Bojonegoro Regency Library and Archives Service showed significant results in improving employee discipline and performance. The finger print-based attendance system as well as the reward and punishment mechanism succeeded in creating a more structured and productive work environment. The program also strengthens communication between leaders and employees through regular meetings, creates harmonious working relationships, and enhances collaboration. However, challenges in the form of technical disruptions in facilities, limited infrastructure, and employee motivation problems are obstacles that need further attention to ensure the sustainability and optimization of the program. The positive impact of this program is also seen in improving the quality of public services. With better work discipline, employees are able to provide faster and more efficient services to the community. This contributes to increasing public satisfaction with the services of the Service. However, some challenges such as employee burnout and the need for ongoing technology training suggest that there is still room for the development of these programs, especially in creating more innovative and adaptive solutions to technological changes.

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