

The Relationship Between Supervision by Immediate Supervisors and Employee Work Discipline at the Pasaman Regency Education Office

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ABSTRACT

This study aims to analyze the relationship between supervision by immediate supervisors and employee work discipline at the Pasaman Regency Education Office. The study employed a quantitative approach using a census method involving 77 employees. Data were collected via a Likert-scale questionnaire and analyzed using descriptive statistics. The results of the normality test indicate that the data are normally distributed ($\text{sig.} = 0.60 > 0.05$), and the linearity test indicates a linear relationship ($\text{sig.} = 0.351 > 0.05$). The Pearson correlation test yielded a coefficient of $r = 0.579$, which is greater than the critical value (0.221) with a significance level of $p < 0.05$, thus indicating a significant relationship. The t-test showed a calculated t-value of $6.152 >$ critical t-value of 1.993, further confirming the significance of the relationship. Supervision by immediate supervisors falls into the "good" category (86.9%), while employee work discipline falls into the "high" category (87.85%). Thus, there is a positive and significant relationship of moderate strength between supervision by immediate supervisors and employee work discipline.

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1. INTRODUCTION

Every organization, whether in the public or private sector, is established based on a vision and mission that must be achieved effectively and efficiently. An organization's success is greatly influenced by the quality of its human resources, particularly in terms of employees' attitudes, behavior, and contributions. Therefore, employees are the primary asset in determining the success of achieving organizational goals. One of the key aspects of human resource management is work discipline. Work discipline reflects the extent to which employees adhere to established rules and fulfill their responsibilities. According to Sinambela (2016), work discipline is an individual's ability to act in an orderly manner and comply with applicable regulations. This encompasses compliance, responsibility, and awareness in performing duties.

Furthermore, Ermita (2013) explains that discipline is a form of compliance that arises from an individual's awareness without coercion. This perspective aligns with Agustin, Alkadri, and Rusdinal (2022), who state that good work discipline leads to sustained increases in productivity. However, based on observations in the field, several instances of employee work discipline violations still occur. For example, employees arriving late, leaving their posts during working hours, and failing to provide optimal service to the public. These conditions indicate that the level of work discipline has not yet reached its full potential.

One factor influencing work discipline is supervision by immediate supervisors. Supervision is a management function aimed at ensuring that work execution proceeds according to plan. Siagian, as cited in Satriadi (2016), states that supervision is a monitoring process to identify deviations and implement

corrective actions. Several previous studies indicate that supervision has a significant relationship with employee work discipline. For example, research by Berliana (2020) and Jubaidi (2023) found that effective supervision can enhance employees' compliance with organizational rules. Additionally, Dewi (2022) also demonstrated that systematically conducted supervision can improve discipline in task execution.

However, previous studies have generally focused on supervision in general and have not specifically examined direct supervisor supervision based on structured indicators, such as standard-setting, performance measurement, evaluation, and follow-up. Therefore, this study focuses on analyzing the relationship between direct supervisor supervision and employee work discipline at the Pasaman Regency Education Office using more measurable indicators.

2. METHOD, DATA, ANALYSIS

This study employed a quantitative research method to examine the relationship between supervision by immediate supervisors and employee work discipline at the Pasaman Regency Education Office. The study population and sample comprised all 77 employees of the Education Office. According to Arikunto (2017), if the number of subjects is less than 100, the entire population can be used as the sample. The research instrument used for data collection was a questionnaire developed based on a Likert scale with five response options: Always (A), Often (O), Sometimes (S), Rarely (R), and Never (N).

The research procedure began with the development of the questionnaire framework, which required guidance from the academic advisor in formulating the statement items for each indicator. A pilot test was then conducted on the questionnaire, which was distributed to 20 employees of the Padang City Education Office. The pilot test results were subsequently analyzed to assess the validity and reliability of the instrument. The collected data was analyzed by calculating the average score of the respondents' answers. Next, normality tests, linearity tests, and hypothesis tests were conducted, followed by t-tests

3. RESULT AND DISCUSSION

Result

The results of this study examine the relationship between supervision by immediate supervisors and employee work discipline at the Pasaman Regency Education Office, using two variables: supervision by immediate supervisors as the independent variable (X), and employee work discipline as the dependent variable (Y).

Description Of Research Data On Supervision By Immediate Supervisors

Data collection for the variable of supervision by immediate supervisors was conducted by distributing questionnaires to 77 employees at the Pasaman Regency Education Office. The questionnaire on supervision by immediate supervisors consisted of 38 items. Based on the overall data analysis, direct supervisor supervision achieved an average score of 165.05, a standard deviation of 16.22, a maximum score of 190, and a minimum score of 114. Direct supervisor supervision was measured based on five indicators, namely: standard setting, measurement, evaluation, and follow-up. The results of the study conducted to determine the relationship between direct supervisor supervision and employee work discipline at the Pasaman Regency Education Office can be seen in the following table:

Table 1. Research Findings on the Variable of Supervision by Immediate Supervisors

No	Indicator	Average	%TCR	Category
1	Standard Setting	4,46	89,2%	Good
2	Measurement	4,34	86,8%	Good
3	Assessment	4,29	85,8%	Good
4	Follow-up	4,29	85,8%	Good
Avarage Score		4,34	86,9%	Good

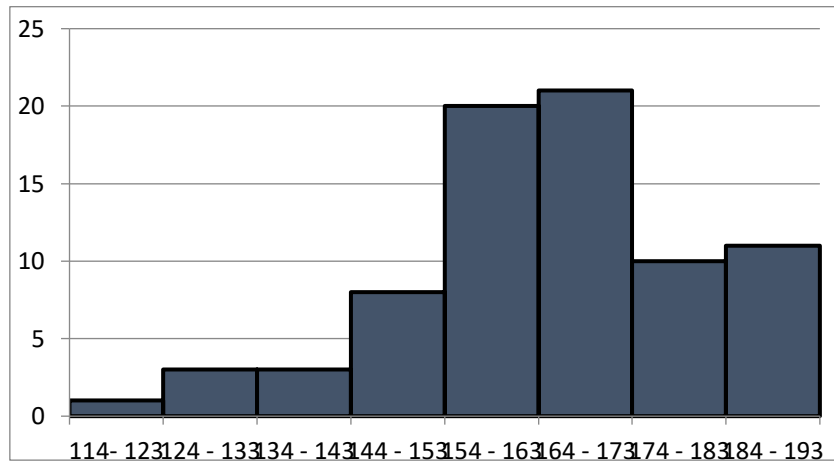


Figure 1. Histogram of Supervision by Immediate Supervisors

Table 1 shows that the highest average score, 4.46 with a percentage of 89.2%, was found in the standard-setting indicator, while the lowest average score, 4.29 with a percentage of 85.8%, was found in the assessment and follow-up indicator. Overall, the achievement rate for supervision indicators by immediate supervisors at the Pasaman Regency Education Office is 86.9% and falls into the “good” category.

Description of Research Data on Employee Work Discipline

Data collection for the employee work discipline variable was conducted by distributing a questionnaire to 77 employees of the Pasaman Regency Education Office. The questionnaire consisted of 40 items. Based on the overall data analysis, the employee work discipline index obtained an average score of 175.79, a standard deviation of 18.562, a maximum score of 200, and a minimum score of 134.

The employee work discipline coefficient was measured using 4 indicators, namely: punctuality, compliance with rules, responsibility, and work ethics. Based on the results of the data analysis, an overview of the performance of each indicator is presented in the following tables and figures. This presentation is intended to facilitate understanding of the distribution of scores for each indicator studied.

Table 2. Research results on employee work discipline

No	Indicator	Average	%TCR	Category
1	Punctuality of work	4,35	87,00%	Tall
2	Responsibility for tasks	4,33	86,60%	Tall
3	ompliance with office regulations	4,40	88,00%	Tall
4	Work ethic	4,49	89,80%	Tall
Average score		4,39	87,85%	Tall

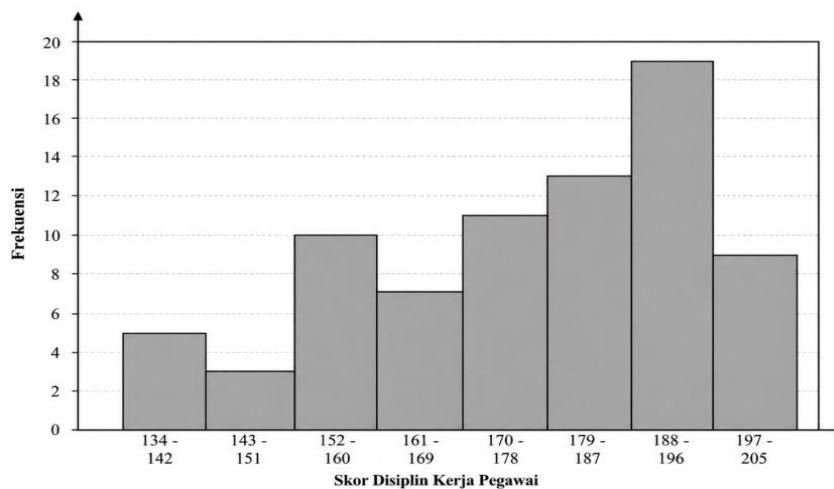


Figure 2. Histogram of employee work discipline

Based on Table 2, it is evident that there is variation in performance across each indicator. The indicator with the highest score is work ethic, with an average of 4.49 and a percentage of 89.80%,

indicating that this aspect is a key strength within the discipline variable. Conversely, the indicator with the lowest score is responsibility toward tasks, with an average of 4.33 and a percentage of 86.60%, indicating that this aspect still requires further attention.

Overall, most indicators fall into the “high” category, indicating that employee discipline is functioning quite effectively, although it has not yet reached the “very high” category

The Relationship Between Supervision by Immediate Supervisors and Employee Work Discipline

The prerequisite tests and hypothesis tests in this study are as follows

a. Prerequisite Tests

1) Results of the Normality Test

This normality test aims to determine whether the data in this study are normally distributed. If the distribution is normal, then non-parametric tests can be used. The normality test in this study was conducted using SPSS version 27. For an overview of the normality test regarding direct supervision by superiors on employee work discipline, see the following table:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		77	
Normal Parameters^{a,b}	Mean	.0000000	
	Std. Deviation	15.13285911	
Most Extreme Differences	Absolute	.102	
	Positive	.072	
	Negative	-.102	
Test Statistic		.102	
Asymp. Sig. (2-tailed)		.060^c	
Monte Carlo Sig. (2-tailed)	Sig.	.376^d	
	99% Confidence Interval	Lower Bound	.364
		Upper Bound	.389

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Based on 10000 sampled tables with starting seed 2000000.

Figure 3. Results of the Normality Test

If the significance number > 0.05, the data is normally distributed; if the significance number < 0.05, the data is not normally distributed. The normality test found that the data for direct superior supervision of employee work discipline was 0.60, which is greater than 0.05, so the data is normally distributed.

2) Linearity Test Result

The aim of this test is to determine whether the data from the supervisor's direct supervision variable tends to form a linear relationship with employee work discipline. If the significance value is greater than 0.05, this indicates that there is a linear relationship between variable X and variable Y. However, if the significance value is less than 0.05, this indicates a non-linear regression. To determine whether the regression equation is linear or not, see the following figure:

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Disiplin Kerja Pegawai * Pengawasan Atasan	Between Groups	(Combined)	19320.925	44	439.112	2.047	.018
		Linearity	8782.415	1	8782.415	40.933	<.001
		Deviation from Linearity	10538.510	43	245.082	1.142	.351
	Within Groups		6865.750	32	214.555		
Total			26186.675	76			

Figure 4. Linearity Test Results

Based on the results of the linearity test, it shows a significant value. At a linearity deviation of 0.351, it can be concluded that there is a relationship between variable X (Supervision of direct superiors) and variable Y (employee work discipline) because the linearity deviation of 0.351 > significance level of 0.01 so there is a linear relationship.

b. Hypothesis Testing

1) Person Correlation Test

This hypothesis test using person correlation aims to determine the relationship between two variables: superior supervision and employee work discipline. This test used SPSS version 27. The results are shown in the following figure:

Correlations

		Pengawasan Atasan	Disiplin Kerja Pegawai
Pengawasan Atasan	Pearson Correlation	1	.579**
	Sig. (1-tailed)		<.001
	N	77	77
Disiplin Kerja Pegawai	Pearson Correlation	.579**	1
	Sig. (1-tailed)	<.001	
	N	77	77

**. Correlation is significant at the 0.01 level (1-tailed).

Figure 5. Test Results for Variables X and Y

The results of the image above show that the calculation of the correlation coefficient between direct supervisor supervision and employee work discipline is 0.579 with a sig <0.001. Because the calculated r value of 0.579 > r table 0.221 and the sig value of 0.000 <0.05, Ho is rejected and Ha is accepted. This means that there is a significant relationship between direct supervisor supervision and employee work discipline with a moderate level of closeness.

2) T-Test Results

The results of the t-test can be seen in the following figure:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	66.423	17.863		3.719	<.001
	Pengawasan Atasan	.663	.108	.579	6.152	<.001

a. Dependent Variable: Disiplin Kerja Pegawai

Figure 6. Results of the t-test

Based on Table 13 above, the results of the correlation significance test obtained a calculated t value of 6.152 with a significance value of 0.01. Meanwhile, the t table with n = 77 at a significance level of 5% at a 95% confidence level is 1.993.

Discussion

Supervision by the Immediate Supervisor

The research results indicate that supervision by immediate supervisors at the Pasaman Regency Education Office is categorized as good, with 86.9% of leaders assessed as having carried out their managerial functions in monitoring, evaluating, and guiding their subordinates in accordance with established plans. According to Siagian's (2014) definition, supervision is the process of observing all organizational activities to ensure that work proceeds as planned.

The success of leadership in carrying out this function is evident in the indicator of setting work standards, which achieved the highest score of 4.46 (89.2%). This indicates that supervisors have been able to formulate clear, realistic, and easily understandable work targets for employees to guide daily operations.

Although the standard-setting function performed very well, the assessment and follow-up aspect Although the standard-setting function performed very well, the evaluation and follow-up aspects received the lowest score, at 85.8%. Narratively, this low score was driven by employees' perceptions of supervisors' fairness in evaluating performance (score 4.18) and the lack of recognition for high-performing employees (score 4.01). Manullang (2013) explains that follow-up should serve as a corrective measure to address deviations and return to the original standards.

If evaluations are perceived as subjective and achievements are not valued, employees' motivation to maintain discipline may decline. Unfairness in evaluations can impose a moral burden on hardworking

employees. Therefore, objectivity in performance evaluations is crucial for leaders. Rivai et al. (2018) caution that the provision of rewards, whether material or non-material (such as praise), is vital for enhancing motivation and discipline. Without proportional rewards, employees may feel that exceptional or average work lacks clear consequences. Supervisors need to develop transparent evaluation tools.

Employee Work Discipline

Based on the results of research conducted at the Pasaman Regency Education Office, data shows that employee work discipline is generally in the high category with an achievement percentage of 87.85%. This figure reflects that the majority of officials in the environment have a good awareness to comply with applicable norms and regulations. Theoretically, this achievement aligns with the view of Hasibuan (2017) who stated that work discipline is a manifestation of an individual's awareness and willingness to comply with all organizational rules and social norms. This high level of discipline is the main capital for the Education Office to carry out its public service functions optimally. When reviewed in more detail per Indicator, the aspect of work ethics occupies the highest position with an average score of 4.49 (89.80%). This indicates that employees at the Pasaman Regency Education Office highly uphold professionalism in their interactions, both with colleagues and when serving the public. Polite, friendly behavior and maintaining moral integrity during work hours have become an ingrained culture. In line with the opinion of Ermita (2013), discipline that arises from internal awareness without coercion will produce accuracy in complying with regulations that are implemented sincerely. This ethical integrity ensures that the work environment remains harmonious and that service is not disrupted by personal indiscipline.

However, despite these high achievements, the responsibility for tasks indicator recorded the lowest score of 4.33 (86.60%). Specifically, weaknesses were found in the items regarding completing work without direct supervision (score 4.22) and the habit of not procrastinating. These findings indicate a phenomenon where some employees still require the physical presence of their superiors to remain productive. Rivai (2015) emphasized that responsibility includes the ability to complete tasks on time and the willingness to take risks for their actions. This low level of independent initiative poses a challenge for organizations, as employees tend to slow down their work pace when their superiors are absent. To address this weakness in the responsibility aspect, a more structured managerial strategy is needed. Implementing a work control system such as a daily checklist or weekly progress reports can be an effective solution. This strategy is supported by the thinking of Sutrisno et al. (2019), who stated that an organized monitoring system can improve employee compliance with time and workload. Furthermore, Wibowo et al. (2018) emphasized that control coupled with regular feedback will foster more productive and focused work behavior. Thus, discipline no longer relies on eye-to-eye supervision, but rather on an accountable reporting system.

Supervision by Immediate Supervisors on Employee Work

This study indicates that supervision by immediate supervisors has a positive and significant relationship with employee work discipline at the Pasaman Regency Education Office. The Pearson correlation coefficient of 0.579 indicates a moderate level of relationship, suggesting that better supervision tends to be associated with higher employee discipline. The importance of the role of leadership supervision is strongly supported by the findings of Cania, Ningrum, and Ginanjar (2025), who state that leadership supervision has a positive influence on the effectiveness of achieving organizational goals. In this context, Tia Ayu Ningrum (2025) emphasizes that the better the quality of supervision, the more effective the organization's operations. Supervision does not mean restricting freedom of action but rather providing concrete guidance. When supervisors actively provide guidance and conduct monitoring, employees feel a greater sense of responsibility to adhere to the rules.

Furthermore, this relationship is also highlighted by Agustin, Alkadri, and Rusdinal (2022), who demonstrate that discipline fostered through effective control automatically enhances work productivity. Without effective supervision, strategic targets at the Pasaman Regency Education Office will be difficult to achieve due to opportunities for employees to procrastinate or commit administrative violations. Consistent supervision serves as a "warning" for employees to maintain their professional commitment as civil servants. Philosophically, this relationship affirms that individuals within an organization require an external control structure to help reinforce internal discipline. Ermita (2013) argues that while discipline must stem from conscious awareness, the presence of leaders as role models and supervisors remains necessary to reinforce organizational guidelines. If leaders demonstrate firmness while remaining fair, employees will develop a high sense of respect, which in turn will enhance their sustained compliance with agency regulations.

4. CONCLUSION

This study concludes that supervision by immediate supervisors at the Pasaman Regency Education Office falls into the “good” category (86.0%), while employee work discipline is classified as “high” (87.85%). Furthermore, there is a significant and moderate positive relationship between supervision by immediate supervisors and employee work discipline, with a correlation coefficient of 0.579. These findings indicate that more effective supervision is associated with higher levels.

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