

# Analysis of the Effectiveness of Daily Supervisory Actions in Improving Employee Discipline: A Case Study of Employees at Hotel Tentrem Yogyakarta

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KEYWORDS	ABSTRACT
daily supervision; effectiveness; employee discipline; employee police, task force; level of discipline	High levels of employee discipline will be substantial capital for a company to develop and compete in the business world. Without the support of highly disciplined employees, it is impossible for the company to achieve its best performance. The purpose of this study is to analyse the extent to which daily supervision actions are effective in improving employee discipline. This research method uses a qualitative descriptive approach. Data collection techniques with interviews, observations, and documentation. This study discusses whether the level of employee discipline can be improved after daily supervision actions are implemented. Four areas of employee discipline will be measured in this study, namely discipline in maintaining cleanliness, security, personal appearance and order in the workplace. Hotel management creates a task force among employees selected from each department to be assigned as employee police to enforce employee discipline daily. By implementing daily supervision actions within a certain period, the areas of discipline mentioned above have been proven to be improved. The findings of this study are expected to inspire other companies to improve employee discipline. Thus, the results of this study will provide a solution to improve employee discipline in the company.

## INTRODUCTION

Employee discipline is an important element in the success of an organisation, especially in the hospitality industry, which demands a high level of service (Azwar & Abrian, 2015). According to research by Aromega et al. (2019), the level of employee discipline directly affects the quality of customer service and the company's reputation. Hotel Tentrem Yogyakarta, one of the five-star hotels in Yogyakarta, has high operational standards to maintain professionalism and guest satisfaction. However, challenges in maintaining discipline often occur, especially amidst complex workplace dynamics, as Kojo et al. (2018) explained. Thus, good discipline management through a strategic approach is a need that hotel management cannot ignore.

According to (Cholique, 2020), Daily supervision has long been considered a strategic approach to ensure employee discipline is maintained. Arlinda et al. (2016) found that routine supervisor supervision can improve compliance with work procedures and increase employee productivity in the hospitality sector. With this approach, management can ensure employees work according to company standards while providing feedback for necessary improvements. In addition, daily supervision also creates a greater sense of responsibility among employees, as Rahmawati and Basri (2020) emphasised. Therefore, daily supervision is one of the key elements in creating an effective and professional work environment.

Previous studies have also shown a positive relationship between daily supervision and increased discipline in hospitality. For example, Sumarsono (2017) revealed that consistent supervision can improve employee performance in starred hotels in huge cities. This study highlights the importance of a proactive approach from management to maintain a high level of discipline, especially in a work environment that requires direct customer interaction. In addition, a study by Sigar et al. (2018) at the Hotel Sintesa Peninsula Manado found that adequate supervision significantly affects employee work discipline. This confirms that the effectiveness of supervision can contribute directly to achieving operational targets in a hospitality organisation.

At the Hotel Tentrem Yogyakarta, daily supervision is carried out to maintain service standards and create an accountable work culture. According to Irwan et al. (2020), a work culture managed through daily supervision can reduce violations of work procedures and create a more productive work environment. This is relevant, considering that employee discipline is one of the important indicators in evaluating organisational performance. Thus, an effective supervision culture improves discipline and supports the sustainability of hotel service quality.

This study aims to analyse the effectiveness of daily supervision in improving employee discipline at Hotel Tentrem Yogyakarta. In addition, this study also aims to identify factors that influence the success of daily supervision implementation. The study results are expected to provide practical recommendations useful for hotel management in optimising their supervision strategies to improve performance and service quality. In conclusion, this study seeks to make a real contribution to human resource management in the hospitality industry, especially in Indonesia.

### **Employee Discipline Concept**

Employee discipline is crucial in achieving organisational goals, especially in the hospitality industry, which demands high service standards. According to Rivai and Sagala (2013), employee work discipline is influenced by several factors, including:

1. Goals and Abilities: The suitability between the goals set and the employee's abilities will encourage them to work earnestly and with discipline.
2. Leadership Example: Leaders who are role models will influence employee discipline through examples of good behaviour.
3. Rewards: Adequate salaries and welfare will increase employee satisfaction and love for their work, increasing work discipline.
4. Justice: Fair treatment in providing rewards or punishments will stimulate the creation of good work discipline.
5. Inherent Supervision (Waskat): Effective supervision will stimulate employee discipline and work morale.
6. Punishment Sanctions: Firm and consistent punishments will encourage employees to comply with applicable regulations.
7. Firmness: Leaders who enforce regulations will create good work discipline.
8. Human Relations: Harmonious relationships between fellow employees will create good discipline in the company.

### **Supervision as a Strategy to Improve Discipline**

Adequate supervision is one of the management functions that aims to ensure that organisational activities run according to plan. Suwardi (in Pertiwi & Atmaja, 2021) stated that adequate supervision requires a high level of leadership, including moral formation, the development of cooperation, the ability to instil discipline, and an understanding of human nature. This is because leaders have a significant influence in enforcing subordinate discipline.

## Effectiveness

According to Handoko (2006), Effectiveness is the ability to choose the most appropriate goals or the right equipment to achieve predetermined goals. In line with the opinion of Maulana & Rachman (2011) that "Effectiveness is defined as the ability of a unit to achieve the desired goals" (Robbins, 1996) ", effectiveness is the level of short-term and long-term organisational achievement". Schein (2010) said, "Organizational effectiveness is the ability to survive, adapt and grow independently of the specific functions it has". Based on the opinion above, it can be emphasised that effectiveness is a condition in which there is a match between previously set goals and objectives with the results achieved. Thus, effectiveness emphasises achieving the desired results according to the predetermined plan. In other words, the general understanding of effectiveness shows to what extent a predetermined goal has been achieved (Rahadhitya & Darsono, 2015).

## METHOD

This research is descriptive and explorative in exploring the phenomenon related to daily supervision and its influence on employee discipline. The qualitative approach allows researchers to obtain in-depth information based on the experiences and perceptions of respondents. Data were collected through several methods, including in-depth interviews conducted with managers, supervisors, and employees to obtain information about the implementation of daily supervision; then, direct observation was conducted to monitor the daily supervision process in the workplace to see its patterns and effectiveness. Next is documentation, which analyses internal documents such as attendance reports, supervision reports, and work discipline policies at Hotel Tentrem. The subjects in this study were department managers, supervisors, and employees at Hotel Tentrem Yogyakarta. The respondents were selected by purposive sampling to ensure that respondents had experience and direct involvement with daily supervision. Triangulation was used to ensure the validity and reliability of the data. Triangulation was carried out through data sources by comparing data from interviews, observations, and documentation. The method uses several data collection techniques to obtain a more accurate picture, and the last is the theory, which compares the study results with relevant theories, including the concept of work supervision and discipline. Data analysis uses the interactive model of Miles and Huberman (1994), which consists of three main stages: data reduction, data presentation and conclusion.

## RESULTS AND DISCUSSION

### Research Results

#### 1. Daily Supervision Process

The results of observations and interviews show that managers and supervisors systematically supervise daily supervision at Hotel Tentrem Yogyakarta. Supervision methods include:

- a. Direct monitoring: Supervisors routinely check work activities during operating hours.
- b. Attendance recording: Digital-based attendance ensures that employees are present on time.
- c. Daily feedback: Supervisors provide direct direction after evaluating employees' daily activities.

Most respondents stated that direct supervision positively affects employees, especially ensuring they remain focused. However, there is a challenge in the form of a lack of time for supervisors to monitor all employee activities in detail.

## **2. Employee Discipline Level**

The results of the data analysis show a significant increase in the level of discipline since the implementation of daily supervision. The discipline indicators measured include:

- a. Employee attendance: 90% of employees were present on time in the past month, compared to 75% before intensive supervision was implemented.
- b. Compliance with SOPs: 85% of employees reported better compliance with operational rules.
- c. Performance improvement: Based on interviews, supervisors reported increased employee productivity, especially completing tasks on time.

## **3. Effectiveness of Daily Supervision**

Most respondents stated that daily supervision has a positive impact on employee discipline. Factors that support the effectiveness of supervision include:

- a. Good communication between supervisors and employees creates a better understanding of tasks and responsibilities.
- b. Management's openness to provide constructive feedback and rewards for disciplined employees.

However, the main challenge faced is supervisors' limited time and energy, significantly when operational loads increase.

## **Discussion**

### **1. Supervision as a Discipline Strategy**

This study's results align with the findings of Sigar et al. (2018), who stated that supervision contributes significantly to improving employee work discipline. Consistent supervision ensures that employees comply with the rules and perform their duties optimally. At Hotel Tentrem, the daily supervision method has improved discipline, especially regarding attendance and compliance with SOPs.

### **2. Supporting Factors for Effectiveness**

Effective communication between supervisors and employees is one of the main factors for successful supervision, as Rahmati and Basri (2020) stated. In addition, providing daily feedback and rewards to disciplined employees provides additional motivation for them to improve their performance.

### **3. Challenges in Implementation**

Although compelling, this study also revealed the central challenge: limited time for supervisors to carry out detailed supervision. This can affect the quality of supervision if the supervisor's workload is too high, as also found by Sumarsono (2017). The solution to overcome this challenge is to increase the number of supervisors or utilise technology to support the supervision system.

### **4. Research Contribution**

This study provides an important contribution to understanding the effectiveness of daily supervision in the hotel industry. With the proper supervision strategy, Hotel Tentrem can improve the discipline of its employees, which in turn has a positive impact on service quality.

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