

Pengaruh Gaya Kepemimpinan, Pengawasan, dan Disiplin Kerja terhadap Kinerja Karyawan

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Abstract

This study aims to analyze the influence of leadership style, supervision, and work discipline on employee performance at 4171card. This research uses a quantitative approach with survey methods and questionnaires as the main instruments. The research population was all employees of 4171card totaling 40 people, who were also used as the sample using a saturated sampling technique. Data were analyzed using multiple linear regression with the help of SPSS. The results showed that partially, supervision and work discipline had a positive and significant effect on employee performance, while leadership style had no significant effect. Simultaneously, the three variables contributed 72.2% to employee performance. The implications of this study emphasize the importance of strengthening supervision and discipline in improving employee performance.

Keywords: leadership, supervision, work discipline, employee performance

How to Cite:

PENDAHULUAN

Sumber daya manusia (SDM) merupakan elemen krusial dalam perusahaan, berperan sebagai penggerak utama yang menentukan arah dan keberhasilan organisasi dalam memperoleh tujuan strategisnya. Menurut Hasibuan (2016), sumber daya manusia merupakan ilmu sekaligus seni dalam mengelola hubungan serta peran karyawan agar dapat bekerja secara efektif dan efisien demi tercapainya tujuan perusahaan, karyawan, maupun masyarakat. Menurut Sedarmayanti (2017), kondisi kerja yang baik akan mendorong karyawan untuk bekerja lebih efisien sekaligus menciptakan lingkungan kerja yang harmonis.

Oleh karena itu, perusahaan harus terus berinvestasi pada pengelolaan SDM untuk memastikan bahwa mereka siap menghadapi tantangan masa depan sekaligus mencapai tujuan jangka panjang. Tujuan utama pengelolaan sumber daya manusia adalah menciptakan sistem kompetensi sumber daya manusia yang memungkinkan kinerja produktif. Kinerja dapat diartikan sebagai mutu dan jumlah output yang dihasilkan oleh seorang pegawai ketika melaksanakan tugas sesuai dengan tanggung jawab yang dibebankan kepadanya. Karena itu, berbagai hal yang berkaitan dengan upaya meningkatkan kinerja karyawan menjadi sangat

penting untuk diperhatikan. Faktor-faktor yang memengaruhi hal ini antara lain adalah gaya kepemimpinan, sistem pengawasan, serta tingkat disiplin kerja.

Di dalam sebuah perusahaan, pemimpin dapat diumpamakan sebagai penggerak utama yang berperan mengarahkan karyawan dalam mencapai tujuan perusahaan. Gaya kepemimpinan yang diterapkan oleh seorang atasan sangat berpengaruh terhadap motivasi, antusiasme kerja, serta loyalitas para karyawan. Pengawasan sendiri merupakan proses memantau pelaksanaan berbagai aktivitas organisasi untuk mengumpulkan informasi terkait pencapaian tujuan serta kendala yang muncul selama proses tersebut (Yustina & Tupti, 2022). Disiplin mencerminkan tanggung jawab, etika kerja, serta sikap profesional karyawan terhadap pekerjaannya (Siagian, 2015). Tanpa disiplin kerja yang baik, kinerja karyawan cenderung menurun dan dapat berdampak pada produktivitas organisasi secara keseluruhan (Sedarmayanti, 2017).

Penelitian ini dilatarbelakangi oleh ketertarikan penulis terhadap permasalahan sumber daya manusia yang muncul di 4171 card. 4171 card merupakan salah satu perusahaan retail paket data fisik dan tronik, aksesoris hp, serta kebutuhan lainnya yang berlokasi di Tegal Tanda, Banguntapan, Kec. Banguntapan, Kabupaten Bantul, Daerah Istimewa Yogyakarta. Penulis berpendapat bahwa dalam hal ini karyawan 4171 card masih terdapat kelemahan dalam hal kesadaran dan kepatuhan terhadap peraturan perusahaan sehingga berdampak pada kurang optimalnya kinerja karyawan.

METODE

For this systematic literature study, the research employs a qualitative approach by comprehensively analyzing relevant scholarly journal articles concerning the impact of hybrid work on employee well-being and its strategic implications. The author utilized the Scispace platform to systematically select journals based on their alignment with the research questions, ensuring data relevance and quality through a review of abstracts, keywords, and methodologies. Data from the selected journals were then extracted and analyzed thematically to synthesize findings, identify patterns, and draw comprehensive conclusions.

The majority of studies employed a quantitative approach through surveys and questionnaires to collect data from employees, with analyses involving inferential statistics such as multiple linear regression (Pardosi et al., 2024; Chella & Divya, 2022; Sidik et al., 2024; Za'ra et al., 2023; Suzana & Fakultas Ekonomi dan Bisnis publikasi.mercubuana Universitas Mercu Buana

Siagian, 2022; Krajčik et al., 2023). Some quantitative studies even applied randomized controlled trials on large employee groups to measure impacts with greater precision (Bloom et al., 2022).

On the other hand, a significant number of studies adopted a qualitative approach, often through in-depth interviews or co-design workshops, to gain a richer understanding of employee experiences and perceptions (Jaspan & Green, 2023; Wang et al., 2022; Siddika, 2023; Hopkins & Bardoel, 2023; Gifford, 2022). Furthermore, several studies were systematic literature reviews (SLR) (Hackney et al., 2022), that analyzed and synthesized findings from previous publications to provide a comprehensive overview of current trends and dynamics (Tahsiri, 2023; Kusumawati, 2024; Castaneda et al., 2022). There were also studies that utilized mixed methods, combining panel data with quantitative and qualitative questions for a more holistic analysis (Singh et al., 2022; Balamurugan & Priyanka, 2023). Meanwhile, other approaches focused on simulation and agent-based time exchange to optimize work schedules (Gamber & Zülch, 2019), as well as direct comparisons between remote and in-office work (Andreeva, 2022). This diversity of methodologies reflects the complexity of the hybrid work topic and the necessity for various perspectives to understand it comprehensively.

Research Design

This research method adopts a systematic literature review approach, designed to systematically select, evaluate, and synthesize various relevant studies. Each stage in this process is meticulously planned to ensure valid and reliable results. Driven by the increasing global urgency to understand and optimize flexible work models in the post-pandemic era, this research focuses on the dynamics of hybrid work, its impact on employee well-being, and its strategic implications for human resource management.

Criteria for Literature Selection

In this study, the selected literature is limited to articles and journals published from 2018 to the present. This time restriction aims to include early relevant research related to flexibility and work-life balance, as well as to ensure relevance to the rapid development of the hybrid work model in the post-COVID-19 pandemic era. Journals selected are those that explicitly discuss the relationship between the hybrid work model and employee well-being, work motivation, job satisfaction, and work-life balance. Inclusion criteria include literature from reputable journals. Meanwhile, exclusion criteria are applied to literature that does not substantially contribute to the understanding of hybrid work dynamics. The application of these criteria is designed to ensure that only relevant and high-quality literature will be analyzed in this research, including those providing key insights into related aspects even if their primary focus is not exclusively on hybrid work.

HASIL DAN PEMBAHASAN

How does the implementation of a hybrid working system affect employee productivity levels?

The implementation of the hybrid system, as an inevitable evolution of the post-pandemic work model, shows a complex yet often positive influence on employee productivity levels. This increase in productivity is not solely due to location flexibility but rather results from the interaction of various factors it offers. Flexibility in managing work time and space empowers employees to optimize their environment, work during their peak personal productivity hours, and reduce commuting time and stress (Kusumawati, 2024; Pardosi et al., 2024). This greater autonomy in managing schedules positively correlates with higher job satisfaction and reduced friction (Bloom et al., 2022), creating a positive environment where more satisfied employees tend to be more engaged and perform better.

Beyond mere convenience, the hybrid model fundamentally influences employee well-being and motivation, which are key pillars of productivity. Improved well-being in a hybrid environment – encompassing life satisfaction and work-life balance – significantly fosters positive mental conditions, enabling employees to be more focused, energetic, and perform better (Castaneda et al., 2022). Higher motivation, a direct consequence of flexibility and a sense of control has been proven to have a positive and significant effect on job satisfaction (Suzana & Siagian, 2022; Za'ra et al., 2023), which in turn reflects better work output.

Furthermore, the hybrid model also facilitates adaptive collaboration and communication dynamics. Although face-to-face interaction may decrease, the hybrid system encourages increased and varied electronic communication, potentially enhancing inter-team collaboration (Bloom et al., 2022; Tahsiri, 2023). With appropriate workplace design, this model can facilitate collaborative product innovation and effective mentorship, which are crucial in environments like software development (Wang et al., 2022). A sense of belonging and continuous innovation, nurtured through effective collaboration, are also identified as important factors that maintain or even increase productivity in hybrid settings (Castaneda et al., 2022).

Nevertheless, these positive impacts do not come without significant challenges that can erode productivity if not addressed. One crucial issue is the blurring of boundaries between work and personal life, which can lead to longer working hours, excessive workload, stress, and a decrease in overall satisfaction (Kusumawati, 2024; Chella & Divya, 2022; Wang et al., 2022). This is paradoxical because the goal of hybrid work is to improve balance, but without proper self-management and

organizational support, it can backfire. Other challenges include social isolation and a potential decrease in spontaneous team collaboration (Pardosi et al., 2024), which can impact team cohesion and informal information flow. Junior employees, in particular, may face difficulties in task management, learning, and seeking assistance, negatively affecting their productivity due to a lack of direct interaction and guidance (Jaspan & Green, 2023).

It is also important to note that the impact of hybrid working varies significantly depending on the nature of the job, industry sector, and even the organizational level. For example, managers may show less enthusiasm for hybrid work compared to non-managers, with different concerns regarding productivity (Bloom et al., 2022). This variation underscores the need for tailored approaches rather than a universal solution (Kusumawati, 2024; Pardosi et al., 2024)

To optimize productivity and mitigate risks, organizations must provide comprehensive support. This includes effective communication, adequate infrastructure (both technology and office space design for collaboration days), and training for managers and employees in managing expectations and boundaries (Pardosi et al., 2024; Suzana & Siagian, 2022; Jaspan & Green, 2023; Tahsiri, 2023). Building a positive organizational culture that emphasizes trust, open communication, and strong interpersonal relationships is also essential for maintaining employee engagement and performance in a distributed hybrid environment (Chella & Divya, 2022). Thus, productivity in a hybrid work model is not an automatic outcome, but rather the product of careful design, continuous support, and strategic organizational adaptation.

How can organizations develop adaptive management strategies to optimize employee productivity and well-being in a hybrid work model?

Optimizing employee productivity and well-being in a hybrid work model requires a management approach that is far more adaptive and nuanced than traditional work models. This complexity arises from the need to balance the benefits of flexibility with potential challenges such as blurred boundaries and social isolation. Organizations must design strategies that are not only responsive to internal and external dynamics but also proactive in shaping a positive work experience.

First, developing tailored flexible policies is a fundamental foundation. This means moving beyond a 'one-size-fits-all' approach towards policies that consider the unique characteristics of each sector, job position, or even team (Kusumawati, 2024; Pardosi et al., 2024). This flexibility must encompass not only where employees work but also how they manage their time, all aspects highly valued by employees and proven to increase productivity and reduce attrition (Krajčák et al., 2023; Bloom et al., 2022). Furthermore, it is crucial to differentiate between voluntary and mandatory hybrid arrangements; this research indicates that non-mandatory arrangements tend to have a greater

positive impact on productivity (Hackney et al., 2022), whereas forced policies, especially during the pandemic, can trigger stress and a decline in motivation (Siddika, 2023; Singh et al., 2022). Therefore, strategies should center on granting measured autonomy to employees while considering the differing perceptions between managers and non-managers towards this model (Bloom et al., 2022).

Second, prioritizing employee well-being is central to adaptive strategies. Enhanced well-being directly correlates with increased productivity because employees who feel comfortable and mentally supported will be more motivated and focused (Balamurugan & Priyanka, 2023; Castaneda et al, 2022). The main challenge here is managing the potential "always-on culture" and the blurring of boundaries between personal and professional life that can lead to burnout and stress (Siddika, 2023; Chellam, 2022). Organizations need to implement clear policies on working hours, encourage disengagement from work, and provide access to mental health support. Ensuring a healthy work-life balance, even with technologies like agent-based planning for better schedules, becomes essential for long-term satisfaction (Gamber, 2018; Sidik, 2024).

Third, investing in effective communication and collaboration infrastructure is crucial. The success of the hybrid model heavily relies on technological capabilities that facilitate seamless communication and productive collaboration among distributed team members (Balamurugan & Priyanka, 2023; Tahsiri, 2023; Hopkins, 2023). This includes not only robust digital platforms but also the redesign of physical office spaces to encourage deliberate interactions, such as brainstorming sessions or team activities designed to build cohesion (Tahsiri, 2023). Proactive communication strategies are also needed to address potential social isolation and ensure all team members feel connected and included, especially younger employees who might experience less social contact (Pardosi, 2024; Singh at al, 2022; Gifford, 2022).

Fourth, developing adaptive managerial and leadership capabilities is a key component. The role of managers shifts from physical oversight to empowerment and support (Gifford, 2022; Hopkins, 2023). Managers need to develop new skills such as managing by outcomes (output-focused), providing regular and constructive feedback, and becoming effective mentors, particularly for junior employees who might face difficulties in adjusting and seeking help in a hybrid environment (Jaspan et al, 2023). Managers' ability to facilitate effective communication and maintain team motivation is crucial in ensuring a smooth transition and optimal performance (Siagian, 2022).

Finally, establishing and maintaining a supportive organizational culture is an indispensable foundation. A culture that prioritizes trust, transparency, and social support can reduce pressure and enhance a sense of belonging among employees, regardless of their work location (Balamurugan et al, 2023; Chellam, 2022; Hopkins, 2023). This culture must actively promote inclusion and ensure that

all employees, whether working from home or in the office, have equal opportunities for career development and contribution (Gifford, 2022). By strategically balancing employee preferences for flexibility with organizational needs for collaboration and cohesion, companies can create a hybrid model that is not only productive but also sustainable and conducive to employees' long-term well-being (Andreeva, 2022).

KESIMPULAN

The implementation of the hybrid work model, as an inevitable consequence of the post-pandemic era, shows a complex yet generally positive impact on employee productivity. This increase is not solely due to location flexibility but results from various interacting factors. Employees can optimize their environment and work schedules, reduce commuting stress, and achieve greater autonomy in their routines, ultimately enhancing satisfaction and performance.

Beyond mere convenience, the hybrid model fundamentally influences well-being and motivation. Improved well-being and work-life balance lead to positive mental states, allowing employees to be more focused and energetic. Higher motivation, stemming from flexibility and a sense of control, also positively affects job satisfaction and overall output. This model also facilitates adaptive collaboration and communication, encouraging electronic interactions and potentially fostering innovation and a sense of belonging among team members.

However, these benefits come with significant challenges that can erode productivity if not managed. Crucial issues include the blurring of boundaries between work and personal life, leading to longer working hours, excessive workload, stress, and decreased satisfaction. Other challenges encompass potential social isolation and reduced spontaneous collaboration, which can impact team cohesion, particularly for junior employees who may struggle with task management and seeking assistance. It is important to remember that the impact of hybrid work varies significantly depending on job nature, sector, and organizational level, indicating that a universal solution is not applicable.

To maximize productivity and mitigate risks, organizations must develop adaptive and nuanced management strategies. This begins with designing tailored flexible policies for each employee segment, granting measured autonomy, and differentiating between voluntary and mandatory arrangements. A primary priority must be given to employee well-being through clear working hour policies, encouragement of disengagement, and access to mental health support, to address the potential "always-on" culture.

Furthermore, investment in effective communication and collaboration infrastructure, both digitally and through redesigning physical office spaces, is crucial. This must be supported by

proactive communication strategies to ensure all team members feel connected. Lastly, the development of adaptive managerial and leadership capabilities is key, with managers' roles shifting to empowerment and outcome-based mentorship. An irreplaceable foundation is the establishment and maintenance of a supportive organizational culture that prioritizes trust, transparency, and inclusion, to ensure employees remain engaged and perform optimally in a distributed and evolving hybrid work environment.

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