

Leadership and Supervision on Work Discipline and Its Impact on Employee Performance at Service Education Musi Rawas District

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Abstract

This study aims to determine and test the effect of leadership on work discipline, to determine the effect of supervision on work discipline, to determine the effect of leadership on employee performance, to determine the effect of supervision on employee performance, to determine the effect of work discipline on employee performance, to determine the effect of leadership on employee performance through work discipline, to determine the effect of supervision on employee performance through work discipline. This research was conducted at the Musi Rawas District Education Office, with a population of 66 employees. The sample in this study were employees who worked at the Musi Rawas District Education Office, totaling 65 employees. The reason for not including the Head of the Education Office is because it is a research subject related to variables. This research method uses quantitative research using causal relationships and types of primary data. Data collection techniques by observing, interviewing, distributing questionnaires and documentation. The analytical method uses Smart PLS 3.2.9. The results of this study indicate that leadership has a positive and significant effect on work discipline with a t-statistic value of $1.653 > 1.64$ (t-table) and a p-value of $0.099 > 0.05$. Leadership has a positive but not significant effect on employee performance with a t-statistic value of $1.372 < 1.64$ (t-table) and a p-value of $0.171 > 0.05$. Supervision has a positive and significant effect on work discipline with a t-statistic value of $15.743 > 1.64$ (t-table) and a p-value of $0.000 < 0.05$. Supervision has a positive but not significant effect on employee performance with a t-statistic value of $0.427 < 1.64$ (t-table) and a p-value of $0.670 > 0.05$. Work discipline has a positive and significant effect on employee performance with a t-statistic value of $1.937 > 1.64$ (t-table) and a p-value of $0.053 > 0.05$. Leadership on employee performance with work discipline as a mediating variable with a t-statistic value of $1.105 < 1.64$ (t-table) and a p-value of $0.135 > 0.05$. Supervision of employee performance with work discipline as a mediating variable with a t-statistic value of $1.992 > 1.64$ (t-table) and a p-value of $0.023 < 0.05$. so there are direct and indirect influences between leadership on employee performance, and monitoring of employee performance through work discipline as a mediating or intervention variable.

Keywords: leadership, supervision, work discipline, work performance.

1. Introduction

This study aims to determine and test the effect of leadership on work discipline, to determine the effect of supervision on work discipline, to determine the effect of leadership on employee performance, to determine the effect of supervision on employee performance, to determine the effect of work discipline on employee performance, to determine the effect of leadership on employee performance through work discipline, to determine the effect of supervision on employee performance through work discipline. This research was conducted at the Musi Rawas District Education Office, with a population of 66 employees. The sample in this study were employees who worked at the Musi Rawas District Education Office, totaling 65 employees. The reason for not including the Head of the Education Office is because it is a research subject related to variables. This research method uses quantitative research using causal relationships and types of primary data. Data collection techniques by observing, interviewing, distributing questionnaires and documentation. The analytical method uses Smart PLS 3.2.9. The

results of this study indicate that leadership has a positive and significant effect on work discipline with a t-statistic value of $1.653 > 1.64$ (t-table) and a p-value of $0.099 > 0.05$. Leadership has a positive but not significant effect on employee performance with a t-statistic value of $1.372 < 1.64$ (t-table) and a p-value of $0.171 > 0.05$. Supervision has a positive and significant effect on work discipline with a t-statistic value of $15.743 > 1.64$ (t-table) and a p-value of $0.000 < 0.05$. Supervision has a positive but not significant effect on employee performance with a t-statistic value of $0.427 < 1.64$ (t-table) and a p-value of $0.670 > 0.05$. Work discipline has a positive and significant effect on employee performance with a t-statistic value of $1.937 > 1.64$ (t-table) and a p-value of $0.053 > 0.05$. Leadership on employee performance with work discipline as a mediating variable with a t-statistic value of $1.105 < 1.64$ (t-table) and a p-value of $0.135 > 0.05$. Supervision of employee performance with work discipline as a mediating variable with a t-statistic value of $1.992 > 1.64$ (t-table) and a p-value of $0.023 < 0.05$. so there are direct and indirect influences between leadership on employee performance, and monitoring of employee performance through work discipline as a mediating or intervention variable.

2. Literature Review

Leadership is the process of influencing the activities of individuals and groups in an effort to achieve goals in certain situations. (Sutrisno, 2017). Leadership is the process of influencing individual and group activities in an effort to achieve goals in certain situations. Efforts to influence many people through communication to achieve goals (Nugraha, 2017). (Nugraha, 2017). Leadership is the ability to provide constructive influence to others to carry out a cooperative effort to achieve planned goals. (Donni, 2017b). From several definitions of leadership, researchers concluded that leadership is an ability to influence a person or group in achieving predetermined goals.

Supervision. In order to sell a goal organizations, including the state as the largest power organization should be carry out management functions consisting of: planning (planning), organizing (organizing), giving encouragement (actuating), and supervision (controlling) (Terry, 2007). According to him, supervision is an effort to control the bureaucracy or organization must be implemented properly, because: "If not carried out, sooner or later will result in the death/destruction of something organization or bureaucracy itself" (Terry, 2007).

Work Discipline. In order to be able to understand the discipline of work, it is necessary to know the understanding of the work discipline. Etimologically, the discipline is derived from the English disciple which means "followers" or "successors", "teaching", "training", and so on. Discipline is a particular condition in which the people who are part of an organization are subject to existing rules with pleasure. Work is all human activity carried out to a set goal. Discipline is the consciousness and willingness of a person to obey all corporate rules and applicable norms (Hasibuan, 2010). Work discipline is a tool that managers use to change a behavior and some attempt to raise awareness and willingness of a person to obey all corporate rules and applicable social norms (Rivai, 2014).

Discipline is the attitude of a person's readiness and reluctance to abide by and obey the norms of regulation that apply around him, good employee discipline will accelerate the company's goals while degraded discipline would become a barrier and slow the

achievement of the company's goals (Sutrisno, 2019). Based on the above research, it can be concluded that discipline is a tool or means for an organization to maintain its existence. With high discipline, officials will obey all existing rules, so that the business of the work can be in accordance with the established plan.

Employee performance is the result of work and work behavior achieved in completing the tasks and responsibilities given in a certain period. (Cashmere, 2019). Employee performance is about doing work and the results achieved from that work. Performance is about what is done and how it is done. (Wibowo, 2017) Employee performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. (Sutrisno, 2015). From several definitions of employee performance, the researcher concludes that employee performance is the result achieved by individuals and groups in achieving the goals set by the organization.

3. Research Method

Based on this picture, the research method is applied first to be used in solving the problem to be studied. This study used a quantitative research method. It can be interpreted as a research method used to research populations and samples, collecting data using instrument testing, analyzing data to answer the formulated problems and hypotheses. Structural equation and measurement model based on Partial Least Square (PLS). Smart PLS 3.0 software to help analyze the relationship between latent variables. Partial Least Squares (PLS) is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific problems occur in the data, such as small study sample sizes, missing values, and multicollinearity.

4. Findings and Discussions

Evaluation of the measurement model (Outer Model) is carried out to assess the validity test and model reliability test. Outer models with reflexive indicators are evaluated through convergent and discriminant validity of indicators forming latent constructs and composite reliability as well as Cronbach alpha for block indicators. The convergent validity test can be seen from the loading factor value for each construct indicator. The rule of thumb that is usually used to assess convergent validity is that the loading factor value must be more than 0.7 for confirmatory research and the loading factor value between 0.6-0.7 for exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be > 0.5 . However, for research in the early stages of developing a measurement scale, the loading factor value of 0.5-0.6 is still considered sufficient (Ghazali, Imam, 2015). The following is the Outer Model Test result which shows the Outer Loading value using the Smart PLS 3.2.9 analysis tool.

Figure 1. *Outer Model*



The results of the AVE index, Reliability Composite, and Cronbach Alpha can be seen from:

Table 1. Validity Convergent

Construct	AVE	Reliability Composite	Cronbach's Alpha	Rule Of Thumb
leadership	0.680	0.944	0.933	0.954
supervision	0.479	0.840	0.798	0.865
Discipline	0.396	0.855	0.799	0.927
performance	0.369	0.843	0.809	0.787

To see the value of the Loading factor data construct of leadership, supervision, work discipline and employee performance can be seen from table 4.45 the value of the Loading factor: After re-estimating by eliminating 18 indicators out of 40 indicators, and leaving 22 indicators for each construct, there is no Loading factor value below 0.70. The results of the re-estimation can be seen in the following figure:

Figure 2. Outer Model Re-estimation Test Results



Table 2. Validity Convergent Modification

Construct	AVE	Reliability Composite	Cronbach's Alpha	Rule Of Thumb
leadership	0,710	0,945	0,933	0,948
supervision	0,727	0,842	0,626	0,630
Discipline	0,620	0,942	0,931	0,933
Performance	0,605	0,821	0,705	0,724

The following is the result of re-estimation to see the Loading factor value of all data on the construct of leadership, supervision, work discipline and employee performance can be seen in table 4.47:

Table 3. Latent interconstruct correlations

construct	Leadership	Supervision	Discipline	performance
leadership	1.000	0,378	-0,434	-0,038
supervision	0,378	1.000	0,848	-0,203
Discipline	-0,434	0,848	1.000	-0,279
Performance	-0,378	-0,203	-0,279	1.000

Based on the output analysis, the correlation variable latent value is greater than the Avarange Variance Extracted (AVE) Square Root value, as shown in table 4.50 below:

Table 4. Latent Value of Correlation Variable, AVE, and Square Root of AVE

Construct	Leadership	Supervision	Discipline	performance	AVE	AVE
Leadership	1.000	0,378	-0,434	-0,038	0,710	0,843
Supervision	0,378	1.000	0,848	-0,203	0,727	0,853
Discipline	-0,434	0,848	1.000	-0,279	0,620	0,787
Performance	-0,038	-0,203	-0,279	1.000	0,605	0,778

To measure reliability in a construct with reflex indicators can be done in two ways, namely with Cronbach Alpha and Composite Reliability which is often called Dillon Goldsteint's, with a value that must be more than 0.70

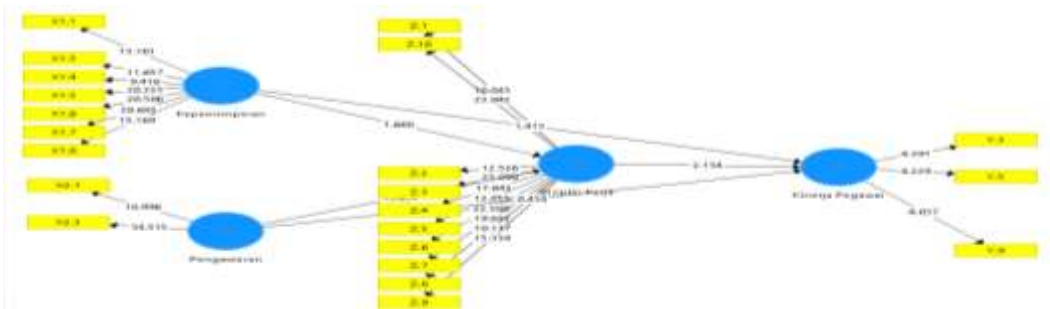
Table 5. Reliability and Validity Construct

Construct	Cronbach's Alpha	Reliability Composite	AVE	Rule Thumb	Of
Leadership	0,933	0,945	0,710	0,948	
Supervision	0,626	0,842	0,727	0,630	
Work Discipline	0,931	0,942	0,620	0,933	
Performance	0,705	0,821	0,605	0,724	

In table 5 it can be seen that all variable values in reliability testing using either Cronbach Alpha or Composite Reliability have values above 0.70 and validity testing uses Avarange Variance Extracted (AVE) with values greater than 0.50. therefore it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

Structural models in PLS are evaluated using the endogenous construct R^2 , path coefficient values or t-values for each path to test the significance between constructs in the structural model. Following are the estimation results of the Inner Model after Bootstrapping using Smart PLS a

Figure 3. *Inner Model Result*



In assessing this model begins by looking at the R-Squares for each endogenous latent variable as the predictive power of the structural model. The following is the estimation of the R-Square output value:

Table 6. R-Square

Construct	R-Square	R-Square Adjusted
Discipline	0,734	0,726
Performance	0,112	0,609

f-Square and *Predictive Relevance* (Q^2). Besides looking at the large R-Squares value, evaluation of the PLS model can be done with Q^2 predictive relevance or often called

predictive sample reuse. This technique can represent a synthesis of cross validation and fitting functions with predictions of observed variables and construct parameter estimates. Following are the output results from f-Square contained in the table below:

Table 7. f-Square

Construct	Leadership	Supervision	Discipline	Performance
Leadership			0,057	0,034
Supervision			2,053	0,004
Discipline				0,063
Performance				

Hypothesis Test. The basis used in testing this hypothesis is to determine the estimated value of the path coefficient contained in the output path coefficients by looking at the significant relationship between constructs which is intended to be seen by the value of t-statistics. Where valid indicators have a T-Statistics value > 1.96 or > 1.64 and also a p Value < 0.05 . In this way, the estimation of measurements and standard errors are no longer calculated with statistical assumptions but are based on empirical observations with the resampling bootstrapping method in this study, so that one can know whether a hypothesis is accepted or rejected and vice versa. The following is a table of T-Statistics/ Path Coefficients (Direct Effects) for determining the submission of hypotheses between constructs as follows:

Table 8. T-Statistic/ Path Coefficients (Direct Effect)

Construct		Original Sampel (O)	Sampel Average (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Value
Leadership Discipline	→	-0,133	-0,468	0,083	1,653	0,099
Leadership Performance	→	-0,194	-0,205	0,140	1,372	0,171
Supervision Discipline	→	0,798	0,797	0,051	15.743	0,000
Supervision Performance	→	0,113	0,126	0,261	0,427	0,670
Discipline Performance	→	-0,458	-0,468	0,020	1,937	0,053

Based on table 4.54 T-Statistics/Path Coefficients for determining the proposed hypothesis, the direct effect of the relationship between constructs is explained as follows: The leadership construct has a t-statistic value of $1.653 > 1.64$ (t-table) and a p value of $0.099 > 0.05$ which means that the leadership variable has a positive and significant effect on work discipline.

The leadership construct has a t-statistical value of $1.372 < 1.64$ (t-table) and a p-value of $0.171 > 0.05$ which means that the leadership variable has a positive but not significant effect on employee performance. The control construct has a t-statistic value of $15.743 > 1.64$ (t-table) and a p value of $0.000 < 0.05$, which means that the control variable has a positive and significant effect on work discipline. The control construct has a t-statistic value of $0.427 < 1.64$ (t-table) and a p-value of $0.670 > 0.05$, which means that the control variable has a positive but not significant effect on employee performance. The work discipline construct has a t-statistic value of $1.937 > 1.64$ (t-table) and a p value of $0.053 > 0.05$ which means that the work discipline variable has a positive and significant effect on employee performance.

Path analysis techniques are used to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects of the independent variable (Exogen) on the dependent variable (Endogen). In addition, path analysis also tests mediating/intervening variables (Ghazali. Imam, 2015). The following table 4.55 the effect of indirect influence (indirect effect) on determining the submission of the hypothesis between constructs as follows:

Table 9. (Indirect effect)

Construct	Original Sampel (O)	Average Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Value
Leadership → Discipline	0,061	0,068	0,055	1,105	0,135
Supervision → Discipline	-0,366	-0,373	0,184	1,992	0,023
Performance					

Based on table 4.55 T-Statistics/Path Coefficients for determining the proposed hypothesis, the indirect effect of the relationship between constructs is explained as follows: 1. The leadership construct on employee performance with work discipline as a mediating variable has a t-statistical value of $1.105 < 1.64$ (t-table) and a p-value of $0.135 > 0.05$ which means that the leadership variable through work discipline as a mediating variable has an effect positive but not significant to employee performance. 2. The control construct on employee performance with work discipline as a mediating variable has a t-statistic value of $1.992 > 1.64$ (t-table) and a p value of $0.023 < 0.05$ which means that the variable of supervision through work discipline as a mediating variable

has an effect positive and significant to employee performance.

5. Conclusion

Based on the results of data analysis and discussion described in the previous chapter, it can be concluded that: Leadership has a positive and significant effect on work discipline in the Musi Rawas District Education Office, with a t-statistical value of $1.653 > 1.64$ (t-table) and a p-value of $0.099 > 0.05$. This shows that the better the leader is in providing directions and regulations, the higher the level of work discipline applied in the Musi Rawas District Office. Leadership has a positive but not significant effect on employee performance at the Musi Rawas District Education Office, with a t-statistical value of $1.372 < 1.64$ (t-table) and a p-value of $0.171 > 0.05$. This shows that the better the leader influences subordinates and the ability of the leader's position as supervisor to work effectively and efficiently, the higher the employee's performance results in completing the tasks assigned at the Musi Rawas District Office. Supervision has a positive and significant effect on work discipline at the Musi Rawas District Education Office, with a t-statistic value of $15.743 > 1.64$ (t-table) and a p-value of $0.000 < 0.05$. This shows that the better the supervision carried out by the regulatory leadership, the higher the level of work discipline applied at the Musi Rawas District Office. Supervision has a positive but not significant effect on employee performance at the Musi Rawas District Education Office, with a t-statistic value of $0.427 < 1.64$ (t-table) and a p-value of $0.670 > 0.05$. This shows that the better the supervision carried out by the leadership, both directly and indirectly, the higher the results of employee performance in completing the tasks assigned at the Musi Rawas. Work discipline has a positive and significant effect on employee performance at the Musi Rawas District Education Office, with a t-statistic value of $1.937 > 1.64$ (t-table) and a p-value of $0.053 > 0.05$. This shows that the better the level of discipline exercised by the leadership in providing directions and regulations, the higher the employee's performance in completing the tasks assigned at the Musi Rawas District Office. Leadership on employee performance with work discipline as a mediating variable has an indirect but not significant positive effect on the Musi Rawas District Education Office, with a t-statistic value of $1.105 < 1.64$ (t-table) and a p-value of $0.135 > 0.05$. This shows that the better the level of discipline exercised by the leadership in providing directions and regulations, the higher the employee's performance in completing the tasks assigned at the Musi Rawas District Office. Supervision of employee performance with work discipline as a mediating variable has a direct and significant positive effect on the Musi Rawas District Education Office, with a t-statistic value of $1.992 > 1.64$ (t-table) and a p-value of $0.023 < 0, 05$. This shows that the better the supervision carried out by the leadership, both directly and indirectly, the higher the level of discipline towards regulations and also the higher the results of employee performance in completing tasks assigned at the Musi Rawas District Office.

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