



The Effect Of Supervision, Organizational Commitment, And Work Discipline On The Performance Of Regional Secretariat Employees Of Dharmasraya Regency

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Abstract

The purpose of this study is to find out how much influence of controlling, organization commitment, and work discipline on the employee performance of Sekretariat Daerah Kabupaten Dharmasraya. The data analysis is done by using validity test, reliability, classical assumption, multiple linear regression, F test and t test. Sampling technique by used total sampling method. The test is conducted in order to determine the effect of variables on the bound variables. Based on the results of this study found that controlling, organization climate, and work discipline have a positive and significant impact on employee performance of employees of Sekretariat Daerah Kabupaten Dharmasraya.

Keywords: Controlling, Organization Climate, Work Discipline and Employee Performance

1. Introduction

For the Regional Secretariat of Dharmasraya Regency in carrying out its main duties and functions, it is expected to be able to carry out each of its activities in accordance with the vision, mission and strategy of the organization in achieving the goals and objectives that have been set. This can only be achieved when the performance of the apparatus is good.

Performance appraisal for organizational apparatus has a very important meaning, especially in an effort to make improvements in the future. Performance appraisal for the state apparatus is useful for assessing the quantity, quality and efficiency of services, motivation, and for adjusting the organization's budget. But the problem is, whether the assessment that has been done has described the actual performance. This will be largely determined by the sharpness in determining the adequacy, methods and indicators used. An assessment that uses a very limited scope, methods and indicators will also give very limited results and means that it does not reflect the actual situation. So far, systematic assessment of the performance of the apparatus has not become a tradition, resulting in the emergence of unresolved debates when there are different assessment results between one party and another.

According to Rivai (2012:169) performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. According to Soejadi (2011: 89) performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities in an effort to achieve company goals legally, not violating the law and providing value benefits (outcomes). according to norms and ethics.

According to Winardi (2012:246) "Supervision is all activities carried out by the manager in an effort to ensure that the actual results are in accordance with the planned results". Meanwhile, according to Stoner (2012,411) "Supervision is a function that ensures that activities can provide results as desired". Furthermore, according to Komaruddin (2012:112) "Supervision is related to the comparison between the actual implementers of the plan, and the beginning for corrective steps against significant deviations and plans".

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According to Robbin (2011: 298) organizational commitment is a relative strength of the individual in identifying his involvement in the organization. According to Siagian (2011:168) organizational commitment is a sense of identification (belief in organizational values), involvement (willingness to try their best for the benefit of the organization) and loyalty (the desire to remain a member of the organization concerned) expressed by employees towards their organization. .

Previous research conducted by Sanjaya (2013:10) has found that there is a significant relationship between commitment and organizational performance. Based on theoretical studies and previous research, the framework for this research is as follows:

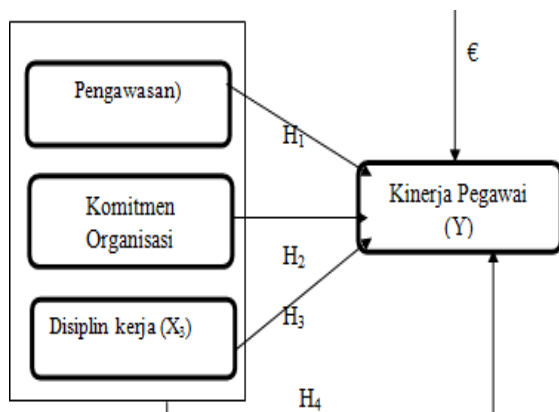


Figure 1.1
Research Framework

From the theoretical basis and framework described above, the following hypotheses can be formulated:

- H₁: It is suspected that supervision has a partial effect on the performance of the employees of the Regional Secretariat of Dharmasraya Regency.
- H₂: It is suspected that organizational commitment has a partial effect on the performance of the Dharmasraya Regency Regional Secretariat employees.
- H₃: It is suspected that work discipline has a partial effect on the performance of the employees of the Regional Secretariat of Dharmasraya Regency
- H₄: It is suspected that supervision, organizational commitment and work discipline simultaneously affect the performance of the

Dharmasraya Regency Regional Secretariat employees

2. Method

The method used in this research is a survey method. Survey method according to Sugiyono (2013: 34) is research conducted on large and small populations, but the data studied are data from samples taken from the population, so that relative, distributive events and relationships between variables, sociological and psychological can be found. While the form of research is descriptive research.

Descriptive research is studying descriptive problems in society, as well as the procedures that apply in society and certain situations, including the relationship between activities, attitudes, views, and the effects of phenomena. Descriptive research was conducted using correlation and regression techniques. This technique is carried out to analyze the relationship and influence between three independent variables, namely supervision (X₁) organizational commitment (X₂) and work discipline (X₃) and the dependent variable is employee performance.

The population in this study were all employees of the Regional Secretariat of Dharmasraya Regency, amounting to 85 people. Data analysis is done by using validity, reliability, classical assumptions, multiple linear regression, F test, t test, and coefficient of determination test. The test was carried out in order to determine the effect of the variable on the dependent variable.

3. Result and Discussion

Result

Multiple regression analysis is used to predict the value of the dependent variable on the independent variable, as shown in the following table:

Table 1. Multiple Regression Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2,998		3,625	,827	,411		
1 Pengawasan	,035	,072	,042	,491	,625	,577	1,733
Komitmenorganisasi	,657	,086	,639	7,662	,000	,607	1,647
Disiplinkerja	,226	,065	,260	3,496	,001	,761	1,315

Based on table 4.5 above, it can be seen that the regression equation is:

$$\hat{Y} = 2,998 + 0,035 X_1 + 0,657X_2 + 0,226 X_3$$

From the regression equation above, it can be concluded that: The constant of 2,998 means that if the supervision, organizational commitment and work

discipline are constant or equal to zero, the employee's performance will remain at 2,998.

The supervisory regression coefficient (X1) is 0.035, meaning that if supervision increases by one unit of weight with the assumption that organizational commitment and work discipline are constant or equal to zero, employee performance will increase by 0.035, and vice versa.

The regression coefficient of organizational commitment (X2) is 0.657, meaning that if the organizational commitment variable increases by one unit of weight with the assumption that supervision and work discipline are constant or equal to zero, then employee performance will increase by 0.657, as well as in vice versa.

Table 2. F Test Result

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1246,444	3	415,481	51,946	,000 ^b
Residual	647,862	81	7,998		
Total	1894,306	84			

From the table above, it can be seen that the significant level of 0.000 is less than 5%. Then it is obtained that Ho is rejected and Ha is accepted, which means that this is done jointly between supervision, organizational commitment and work discipline and has a positive and significant effect on employee performance.

Table 3. Coefficient Determination Test

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,811 ^a	,658	,645	2,828

Based on the table above, the R number is 0.811, namely there is a strong and positive relationship between supervision, organizational commitment and work discipline together on employee performance and the Adjusted R Square coefficient value is 0.645 which means that the contribution of the influence of supervision, organizational commitment and work discipline simultaneously or simultaneously on employee performance is equal to (64.5%) and the rest (35.5%) is influenced by other factors that are not included in the scope of this study.

Discussion

The results of testing the **Hypothesis I** which states that "There is a positive and significant influence of the supervision variable on the performance of the Dharmasraya Regency Regional Secretariat employees are not proven true. This is indicated by the magnitude of the regression coefficient of 0.035 and the significance of 0.625 is greater than 5% (0.625 > 0.05). This means that the performance of the Dharmasraya Regency Regional Secretariat employees is positively

and not significantly influenced by the supervision carried out by the leadership of their employees. If the supervision carried out by the leadership is scheduled and well structured, the employees will tend to work better, thus tending to have high employee performance.

Theoretically, the results of this study are in line with the opinion expressed by Winardi (2012: 246) "Supervision is all activities carried out by managers in an effort to ensure that actual results are in accordance with planned results". Meanwhile, according to Stoner (2012: 411) "Supervision is a function that ensures that activities can produce the desired results.

Furthermore, according to Komaruddin (2012:112) "Supervision is related to the comparison between the actual implementers of the plan, and the beginning for corrective steps against significant deviations and plans".

Furthermore, according to Kadarman (2011: 4), supervision is a systematic effort to set performance standards in planning to design information feedback systems, to compare actual performance with predetermined standards, to determine whether there has been a deviation, and to take the necessary corrective actions to ensure that all company resources are used as effectively and efficiently as possible to achieve company goals.

Empirically the research results are the same as the results of research conducted by Trinaldi, (2013). Desrinangsih (2015), Erlis, Olivia, and Indrie (2015), Nurwidyanti, Marnis, and Marzolina (2015), Erlis, Milta, Sondole, Olivia, Nelwan, and Palandeng (2015), Ni Luh Made Herawati, I.D.G. Dharma Suputra, I.G.A.N. and Budiasih (2016) where the results of their research show that supervision has a positive and significant effect on employee performance.

The results of testing **Hypothesis II** which states that "There is a positive and significant influence of the organizational commitment variable on the performance of the Regional Secretariat of Dharmasraya Regency employees is proven true. This is indicated by the magnitude of the regression coefficient of 0.657 with a significant 0.000 smaller than 5% (0.000 < 0.05). This means that the performance of the Dharmasraya Regency Regional Secretariat employees is determined positively and significantly by organizational commitment.

If the organizational commitment of the Regional Secretariat of Dharmasraya Regency is high, then the performance shown and produced by the employees will also be high. Theoretically the results of this study are in line with the opinion expressed by Robbin (2011: 298) organizational commitment is a relative strength of the individual in identifying his involvement in the organization. This is characterized by three things, namely: (1) employee acceptance of the values and goals of the organization, (2) employee

readiness and willingness to try seriously on behalf of the organization, and (3) the employee's desire to maintain membership in the organization (become part of the organization).

Likewise with the opinion expressed by Siagian (2011: 168) organizational commitment is a sense of identification (belief in organizational values), involvement (willingness to try as best as possible for the benefit of the organization) and loyalty (the desire to remain a member of the organization concerned). expressed by the employee to the organization. Steers argues that organizational commitment is a condition where employees are very interested in the goals, values and goals of the organization. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to strive for the best for the benefit of the organization in achieving its goals.

The strong relationship between commitment and employee performance is due to the desire and readiness of employees in their professional organizations to be empowered by accepting various challenges and responsibilities. Sahertian (2011, 165) suggests that employees who have a high commitment are determined by the internal influence that exists on the employees themselves. In addition, a person's commitment to his duties is also determined by his conceptual understanding. Employees who have a high conceptual understanding of their task problems will have positive relationships with colleagues and leaders.

Empirically the results of this study support the research conducted by Bakhtiar. (2013), Oktavia (2014), Safrizal, Musnadi Said, and Syafruddin (2014), and Noor (2015) where the results of their research show that organizational commitment has a positive and significant effect on employee performance.

The results of testing **Hypothesis III** which states that "There is a positive and partially significant effect of the work discipline variable on the performance of the Regional Secretariat of Dharmasraya Regency employees" is proven true. This is indicated by the magnitude of the regression coefficient of 0.226 with a significant 0.001 less than 5% ($0.001 < 0.05$). This means that the performance of the Regional Secretariat of Dharmasraya Regency is determined positively and significantly by the work discipline of its employees. If the work discipline of the Dharmasraya Regency Regional Secretariat is high, then the performance shown and produced by the employee will also be high.

Theoretically the results of this study are in line with the opinion expressed by Zainun (2010:135) which says that work discipline is an action designed to correct employee deviations from organizational rules, procedures, policies and norms. Furthermore, Siagian (2012:223) suggests that employee discipline is a form

of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all applicable agency regulations and social norms. Discipline is a person's awareness and willingness to obey all organizational rules and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities.

Willingness is an attitude, behavior and actions of a person in accordance with written and unwritten rules. While empirically the research results support the results of Bakhtiar (2013), Oktavia (2014), Utomo, (2014), Suparno and Sudarwati (2014), Erlis, Olivia, and Indrie (2015), Nurwidyanti, Marnis, and Marzolina (2015), Noor (2015) Mustakim (2015), Erlis Milta Rin Sondole Olivia Syanne Nelwan Indrie Debbie Palandeng (2015) Ni Luh Made Herawati, IDG Dharma Suputra, I.G.A.N. Budiasih (2016) where the results of their research show that work discipline has a positive and significant effect on employee performance.

The results of the testing **Hypothesis IV** found simultaneously there was a positive and significant influence between supervision, organizational commitment and work discipline on the performance of the Dharmasraya Regency Regional Secretariat employees, the more structured and scheduled supervision carried out by the leadership, the higher the organizational commitment and the higher the employee's work discipline in carrying out the duties and responsibilities of the office, the higher the performance of the Dharmasraya Regency Regional Secretariat will be.

The simultaneous influence contribution between the variables of supervision, organizational commitment and work discipline on employee performance is 64.5%, and the other 35.5% is influenced by other variables not examined such as organizational climate, work environment, work motivation, leadership style, training employees, career development, compensation, organizational culture, competence, employee attitudes, interpersonal communication and others.

4. Conclusion

Based on data analysis, interpretation of research results, and discussions that have been presented previously, several conclusions can be drawn from the results of this study as follows:

1. The supervision variable partially has a positive and insignificant effect on the performance of the Dharmasraya Regency Regional Secretariat employees.
 2. The organizational commitment variable partially has a positive and significant effect on the performance of the Regional Secretariat of Dharmasraya Regency employees.
 3. The variable of work discipline partially has a positive and significant effect on the performance of the Regional Secretariat of Dharmasraya Regency employees.
 4. The variables of supervision, organizational commitment and work discipline together have a positive and significant effect on the performance of the Dharmasraya Regency Regional Secretariat employees.
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