

THE INFLUENCE OF SUPERVISION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH COMPETENCY AS AN INTERVENING VARIABLE AT THE MEDAN RELIGIOUS TRAINING CENTER

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Abstract

Human resource management (HRM) is a science or method of how to manage the relationships and roles of human resources efficiently and effectively and can be used optimally so as to achieve the goals of the company, employees and society to the fullest. This study aims to see the Effect of Supervision and Work Discipline on Employee Performance with Competence as an intervening variable with an associative quantitative research type. This research was conducted at the Medan Religious Education and Training Center. research by distributing questionnaires and primary data sources are also used. The research model uses path analysis and the measurement tool uses Smart PLS 3.3.3. The results of this study are as follows: Work discipline has a positive and significant effect on employee performance. Work Discipline has a positive and significant effect on competence. Competence has a positive and significant effect on Employee Performance. Supervision has a positive and significant effect on Employee Performance. Supervision has a positive and significant effect on competence. Work Discipline has a positive and significant effect on Employee Performance through Competence. Supervision has no significant positive effect on Employee Performance through Competence.

Keywords: Supervision, Work Discipline, Competence, Employee Performance

INTRODUCTION

Human resource issues are still in the spotlight and the focus for companies to survive in the era of globalization. Human resources are a determining factor in the success of effective organizational implementation. Even though it is supported by excessive facilities and infrastructure and resources, without the support of reliable human resources who have optimum performance, company activities will not be completed well. Human resource management (HRM) is a science or way of managing relationships and roles. human resources efficiently and effectively and can be used optimally so that the goals of the company, employees and society are achieved optimally. According to Sumarsono (2013), human resources or human resources contain two meanings. The first is the work effort or services that can be provided in the production process. In terms of HR, it reflects the quality of effort given by a person within a certain time to produce goods and services. The second meaning, HR refers to humans who are able to work to provide services or work efforts.

Supervision is an organic function of management whose role is equivalent to other management functions, in other words, supervision is a dynamic element in the implementation of management functions such as planning, organizing, motivating and implementing so that it can run well in accordance with the goals and objectives that are expected to be achieved. Broad regional authority includes complete and unanimous authority in state administration, starting from planning, implementation, supervision,

control and evaluation. Management functions always run simultaneously and proportionally within the framework of achieving organizational goals.

Regional Government is part of the National Government of the Unitary State of the Republic of Indonesia. The implementation of Regional Government should run in synergy with the Central Government consistently. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within the company. Discipline reflects a person's sense of responsibility for the tasks given by the company and the task demands contained in the job (Simamora, 2014). According to Sastrohadiwiryono (2013), a disciplined employee is an employee who respects, respects, obeys and complies with applicable regulations, both written and unwritten and is able to carry them out and does not evade receiving sanctions if they violate their duties and authority. . In the Medan religious department there is a level of work discipline, that is, if an employee is not disciplined, he will be reprimanded without an SP letter. When the employee repeats it again, he will be subject to a sanction called SP 1. When the mistake reaches the SP 3 stage, the employee will be fired.

Competency or competency is the ability to carry out a task/work based on knowledge, skills and attitudes in accordance with the required performance. Competence for several professions is an important requirement in carrying out organizational frameworks and goals. The issue of competency is important, because competency offers an organizational framework that is effective and efficient in utilizing limited resources. In every job, especially in the field of religious departments, they must have high competence with knowledge and experience about the work in their field and in their profession they will be able to carry out their duties well, efficiently, effectively, on time and in accordance with targets. Employee performance is work achievement, namely the comparison between work results that can be seen in real terms and the work standards that have been set by the organization. Quality performance will be realized if an organization can select prospective employees who have motivation that is appropriate to their work and have qualities that enable them to work optimally. Performance is basically what employees do or cannot do. An employee's performance will be good if the employee has quality skills, is willing to work, has adequate wages or rewards and has hope for the future. The phenomenon that occurs at the Medan Religious Education and Training Center is a lack of supervision of employees so that employees are less disciplined with their time and work. The main thing is that employee performance is less effective. Apart from this, there are also many employees who are not competent at work so that performance is also disrupted and it takes a long time for employees who lack competency to adapt to their work.

LITERATURE REVIEW

Supervision

Supervision carried out by leadership is very necessary in every organization. With supervision, it is hoped that the things being monitored can improve. Implementation of a plan or program without being accompanied by a good and continuous monitoring system will clearly result in slow or even non-achievement of the targets and objectives that have

been set. According to Handoko (2016), "Supervision can be defined as a process to ensure that organizational and management goals are achieved." Meanwhile, according to Siagian (2018), "Supervision is the overall effort to observe the implementation of operational activities to ensure that the various activities are in accordance with previously established plans."

Monitoring Indicators

Corrective action is defined as action taken to adjust work results to standards. This corrective action requires time and process to be realized to achieve the desired results. According to Handoko (2016), supervision indicators are as follows:

1. Standard setting
2. Work measurement
3. Performance assessment
4. Corrective action

Work Discipline

The discussion of employee discipline in human resource management stems from the view that no human being is perfect. Therefore, every organization needs to have various provisions that must be adhered to by its members. Work discipline is closely related to management activities related to work standards that must be achieved by an organization in carrying out its goals effectively and efficiently. According to Ajabar (2020), work discipline is a management activity to carry out operational standards. According to Agustini (2019) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organization goals.

Work Discipline Indicators

Basically, there are many indicators that influence the level of employee discipline in an organization. According to Agustini (2019), indicators that influence work discipline include:

1. Attendance level The number of employees present to carry out work activities in the company which is characterized by a low level of employee absenteeism
2. Obedience to superiors Obedience to superiors is following what is directed by superiors in order to obtain good results
3. Awareness of work The attitude of someone voluntarily doing their job well, not because of coercion
4. Responsibility: The willingness of employees to be responsible for the results of their work, suggestions and infrastructure used and their work behavior."

Competence

According to Wibowo (2017) Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence is said to be a basic characteristic because individual characteristics

are a deep and inherent part of a person's personality that can be used to predict various specific job situations. Then it is said to be related between behavior and performance because competence causes or can predict behavior and performance. Rachmaniza (2020) states that competence is the underlying characteristics of a person related to the effectiveness of an individual's performance in his or her work or the basic characteristics of an individual that has a causal or cause-effect relationship with the criteria that are used as a reference, effective or excellent or superior performance in the workplace or situation. certain.

Competency Indicators

The competency indicator is the ability to complete work based on Wibowo (2017), namely:

1. Skills are a person's ability to act after receiving learning.
2. Knowledge is a person's understanding of a particular object.
3. Work attitude is a person's reaction, either supporting or not supporting a certain object.

Employee Performance

The concept of performance is an abbreviation of work energy kinetics which is the English equivalent of performance. The term performance is often Indonesianized as performance. Performance is the output produced by the functions or indicators of a profession within a certain time. Performance is defined as what employees do or do not do. Employee performance is what influences how much they contribute to the organization. According to Afandi (2018) Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.

Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work output All kinds of units of measurement related to the amount of work output that can be expressed in terms of numbers or other numerical equivalents.
2. Quality of work results All kinds of units of measurement related to the quality or qualities of work results which can be expressed in terms of numbers or other numerical equivalents.
3. Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
4. Work discipline. Obedient to applicable laws and regulations.
5. Initiative The ability to decide and do the right thing without having to be told, able to find what should be done about something around you, trying to keep moving to do several things even though things feel increasingly difficult.
6. Accuracy 18 The level of suitability of work measurement results, whether the work has achieved its goals or not.

7. Leadership The process of influencing or giving an example by a leader to his followers in an effort to achieve organizational goals.
8. Honesty is a human trait that is quite difficult to implement.
9. Creativity A mental process involving the generation of ideas or involving the generation of ideas.

Research Approach

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this research, the exogenous variables are Supervision (X1) and Work Discipline (X2). Meanwhile, the endogenous variable is Employee Performance (Y) and the Intervening Variable is Competency Results (Z). This research was carried out at the Medan Religious Education and Training Center. This research was carried out from March 2023 to September 2023.

According to Sugiyono (2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion drawn is that the population used was 72 employees.

According to Sugiyono (2018), the sample is part of the number and characteristics of the population. The sampling technique used is a saturated sample technique, which involves all respondents to become samples, meaning the sample that will be used is 72 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q² value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

The outer model testing aims to determine the value of each variable with an influential relationship between the manifest variables. This research model includes convergent validity, discriminant validity and reliability testing as follows:

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the limit value for Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:

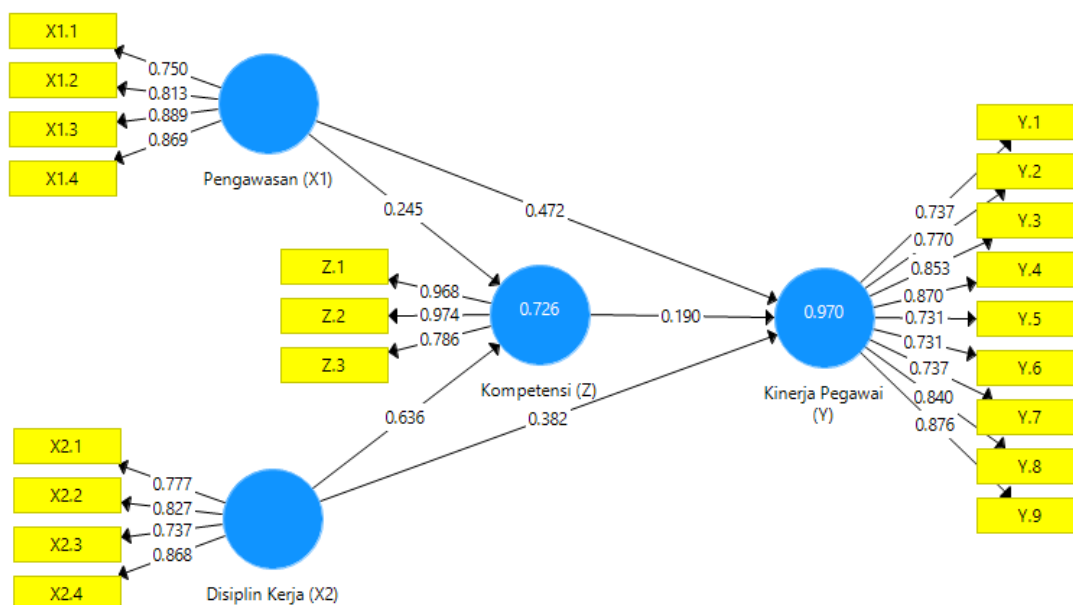


Figure 1. Outer Model

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.245X_1 + 0.636X_2 + e_1$$

For substructure 2:

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.472X_1 + 0.382X_2 + 0.190Z + e_2$$

Table 1. Outer Loadings

	Work Discipline (X2)	Employee Performance (Y)	Competency (Z)	Supervision (X1)
X1.1				0.750
X1.2				0.813
X1.3				0.889
X1.4				0.869
X2.1	0.777			
X2.2	0.827			
X2.3	0.737			
X2.4	0.868			
Y.1		0.737		
Y.2		0.770		
Y.3		0.853		
Y.4		0.870		
Y.5		0.731		
Y.6		0.731		
Y.7		0.737		
Y.8		0.840		
Y.9		0.876		
Z.1			0.968	
Z.2			0.974	
Z.3			0.786	

Source: Smart PLS 3.3.3

In the table above, you can see that the value of each indicator has a higher value, each indicator is greater than 0.7, which means that each indicator item has a value greater than 0.7, which means the data has a valid distribution and can continue with further research.

2. Discriminate Validity

The next research is to find out valid data with discriminant validity. The aim is to find out the cross loading between variables whose value is greater than the cross loading variable value of other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results of validity testing as follows:

Table 2. Discriminant Validity

	Work Discipline (X2)	Employee Performance (Y)	Competency (Z)	Supervision (X1)
X1.1	0.620	0.724	0.558	0.750
X1.2	0.625	0.750	0.667	0.813
X1.3	0.756	0.822	0.681	0.889
X1.4	0.772	0.826	0.673	0.869

X2.1	0.777	0.707	0.610	0.664
X2.2	0.827	0.769	0.732	0.662
X2.3	0.737	0.723	0.596	0.654
X2.4	0.868	0.810	0.753	0.710
Y.1	0.633	0.737	0.555	0.759
Y.2	0.626	0.770	0.672	0.808
Y.3	0.716	0.853	0.689	0.908
Y.4	0.797	0.870	0.722	0.865
Y.5	0.761	0.731	0.678	0.602
Y.6	0.756	0.731	0.683	0.582
Y.7	0.726	0.737	0.607	0.657
Y.8	0.847	0.840	0.756	0.734
Y.9	0.849	0.876	0.907	0.786
Z.1	0.838	0.860	0.968	0.762
Z.2	0.841	0.877	0.974	0.763
Z.3	0.600	0.651	0.786	0.591

Source: Smart PLS 3.3.3

You can see in table 2 above that there are cross loading factor results for each variable. In each cross loading factor there is a value that is greater than the cross loading factor of the other variables so this research is considered discriminantly valid because each variable has a cross loading factor value, which is greater for other latent variables.

3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.816	0.879	0.646
Employee Performance (Y)	0.927	0.939	0.634
Competency (Z)	0.898	0.938	0.835

Supervision (X1)	0.850	0.900	0.692
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Source: Smart PLS 3.3.3

In the table above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data of the variable is reliable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.970	0.969
Competency (Z)	0.726	0.718

Source: Smart PLS 3.3.3

There are research results that the R square of the Employee Performance variable is 0.970 and the percentage of the value is 97.0%, meaning that the influence of supervision, work discipline and competence on employee performance is 97.0% and the rest is in other variables. The R square value of the Competency variable is 0.718 and if it is increased to 72.6%, this means that the influence of the supervision and work discipline variables on competence is 72.6%, the remainder is in other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

**Table 5. Path Coefficients (Direct Influence) and Path Coefficients
(Indirect Influence)**

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Discipline (X2) -> Employee Performance (Y)	0.382	6,471	0,000	Accepted
Work Discipline (X2) -> Competency (Z)	0.636	6,360	0,000	Accepted
Competency (Z) -> Employee Performance (Y)	0.190	4,303	0,000	Accepted
Supervision (X1) -> Employee Performance (Y)	0.472	14,310	0,000	Accepted
Supervision (X1) -> Competency (Z)	0.245	2,471	0.014	Accepted
Work Discipline (X2) -> Competency (Z) -> Employee Performance (Y)	0.121	4,057	0,000	Accepted
Supervision (X1) -> Competency (Z) -> Employee Performance (Y)	0.047	1,932	0.054	Rejected

Source: Smart PLS 3.3.3

In this research there are 5 direct hypotheses and 2 indirect hypotheses and will be explained as follows:

1. Work Discipline has a positive and significant effect on Employee Performance with an original sample value of 0.382 and a P value of 0.000, meaning that if work discipline increases, employee performance will increase, if it decreases, employee performance will decrease.
2. Work Discipline has a positive and significant effect on Competency with an original sample value of 0.636 and a P value of 0.000, meaning that if work discipline increases then competence will increase, if it decreases then competence will also decrease.
3. Competence has a positive and significant effect on employee performance with an original sample value of 0.190 and a P value of 0.000, meaning that if competence increases, performance will increase and if it decreases, performance will decrease.
4. Supervision has a positive and significant effect on employee performance with a sample value of 0.472 and a P value of 0.000, meaning that if supervision increases, performance will increase and if supervision decreases, employee performance will decrease.
5. Supervision has a positive and significant effect on competence with an original sample value of 0.245 and a P value of 0.014, meaning that if supervision increases then competence will increase and if it decreases then competence will also decrease.
6. Work Discipline has a positive and significant effect on Employee Performance through Competency with an original sample value of 0.121 and a P value of 0.000, meaning that competence is an intervening variable because it can influence variables X2 and Y

indirectly and significantly so that with competence, work discipline will increase for employee performance. even better.

7. Supervision has a positive and insignificant effect on Employee Performance through Competency with a value of 0.047 and a P value of 0.054, meaning that in this hypothesis competence is not an intervening variable because it cannot influence variables X1 and Y significantly without competence. Supervision of Employee Performance still has a positive and significant effect.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Employee Performance at the Medan Religious Training Center.
2. Work Discipline has a positive and significant effect on Competency at the Medan Religious Training Center.
3. Competency has a positive and significant effect on employee performance at the Medan Religious Training Center.
4. Supervision has a positive and significant effect on employee performance at the Medan Religious Training Center.
5. Supervision has a positive and significant effect on competency at the Medan Religious Education and Training Center.
6. Work Discipline has a positive and significant effect on Employee Performance through Competency at the Medan Religious Training Center.
7. Supervision has a positive and insignificant effect on employee performance through competency at the Medan Religious Training Center.

Suggestion

1. Organizations must supervise employees to avoid employee mistakes and laziness at work and avoid employees who cheat at work.
2. Organizations must discipline employees to improve performance and good results for the organization so that organizational goals are achieved.
3. Organizations must look for employees who have high competence or provide employees with training to improve high and good competence.
4. Employee performance must be improved further to get good results so that the organization will retain employees whose performance is getting better.

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