

## The Influence Of Leadership And Supervision Of Employee Performance In The Employee Cooperatives PT. Purna Baja Harsco Cilegon

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### ABSTRACT

Good leadership and supervision of employees are some of the factors that are expected to improve employee performance at PT. Purna Baja Harsco Cilegon. This study aims to find out how much influence leadership and supervision have on employee performance at PT. Purna Baja Harsco Cilegon. The population and sample in this study were all employees totaling 99 employees who worked at PT. Purna Baja Harsco Cilegon. This research was conducted from 03 to 15 November 2019. Data were collected by questionnaire method, and the analysis used was the data instrument test, classical assumption test, multiple regression analysis, coefficient of determination, and hypothesis testing using SPSS v.25 for windows. Based on the results of this study concluded that: Hypothesis 1 test obtained  $t_{\text{value}}$  is greater than  $t_{\text{table}}$  ( $5,242 > 1,984$ ) so  $H_0$  is rejected and  $H_1$  is accepted which means leadership (X1) influences employee performance (Y), hypothesis 2 obtained  $t_{\text{value}}$  is greater than  $t_{\text{table}}$  ( $6,597 > 1,984$ ) so that  $H_0$  is rejected and  $H_1$  is accepted which means supervision (X2) influences employee performance (Y), and hypothesis 3 is obtained the  $F_{\text{value}}$  value is 638,205 while  $F_{\text{table}}$  is 3.09 which means  $F_{\text{value}} > F_{\text{table}}$ . This shows that  $H_0$  is rejected and  $H_3$  is accepted, which means that leadership (X1) and supervision (X2) jointly influence employee performance (Y).

Keywords: Leadership, Supervision and Employee Performance

### INTRODUCTION

Human Resources are the only resources possessed by feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention). All of these potential Human Resources affect the organization's efforts in achieving its goals. If without Human Resources it is difficult for the organization to achieve its goals.

For human resources, the company is a central factor in an organization. Whatever its form and purpose, the organization is made based on a vision for the benefit of humans and in its implementation, the vision is managed by humans. So humans are a strategic factor in all organizational activities. In the context of competition, organizations or companies must have strong resources. The resources needed to run the company cannot be seen as a stand-alone part but must be seen as a formidable entity forming a synergy. In this case, the role of Human Resources is crucial.

Leadership is an obstacle to employee performance. Leadership that does not pay attention to performance can cause employees to neglect to do a job and make work neglected. Lack of directives from superiors, make employees arbitrary to work and even procrastinate so that the performance does not match what you want to achieve. To get what they want to achieve, the leader is expected to have to participate in following the work prospects of employees and provide a direction to expedite and develop the company in

employee welfare.

In addition to leadership, an obstacle to employee performance is supervision. Lack of supervision will result in a lack of employee quality that is still not good, such as many employee delays in completing a report, lack of awareness of employee responsibilities, lack of work discipline such as employees who are not at work during working hours, for example chatting with coworkers, chatting on the phone, or just relaxing, often employees do not appear to be present on time, and the lack of employee initiative to complete tasks and responsibilities faster in each section, causing delays in a given job, also there are still employees who do not do anything if not told by the boss.

Seen from the performance of employees who have not been maximally influenced by some employees who work, for example, if there are tasks from their leaders, they do not independently or creatively complete work properly and quickly, there are still employees who are lazy in working hours, and lack of employee concern the tasks that are charged so that employees do not enjoy the work they have.

Therefore the company must be able to overcome the obstacles that can affect employee performance. Employees who have good performance can help the company in achieving the goals set by the company.

There are various notions of leadership given by experts. However, in essence, leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something to achieve the expected results. Given that what is driven by a leader is not inanimate objects, but humans who have feelings and reason, as well as a variety of types and characteristics, then leadership cannot be seen easily. The will of a leader is a means to an end. This means that subordinates in meeting their needs depend on the skills and abilities of leaders.

Leadership can be defined as the process of leaders creating a vision and interacting with each other with followers to realize the vision. Wirawan (2014: 7). According to Yukl, Gray in Wirawan's book (2014: 6), "leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives ". According to Mulyadi (2015: 140), defining leadership (leadership) as the ability to influence a group to achieve a vision or set of goals set.

According to Hasibuan (2011: 157), a leader is someone who uses his authority and leadership to direct others and take responsibility for the work of that person in achieving a goal. Meanwhile, Kreitner and Kinicki (2010: 467) define leadership as a process in which an individual influences others to achieve common goals.

Meanwhile, according to Colquitt, LePine, and Wesson (2011: 483), defining leadership as the use of power and influence to direct the activities of followers towards achieving goals. This direction can influence the interpretation of follower events, the organization of their work activities, their commitment to the main goal, their relationship with followers, or their access to cooperation and support from other work units.

According to Dr. Kartini Kartono (2013: 38) leadership is "a person who has the skills and strengths so that he can influence its members to jointly achieve one goal". So, the leader is a person who has one or several advantages as a predisposition (talent brought from birth) and is a necessity of a situation or era, so he has the power and authority to direct and guide subordinates. He also gained recognition and support from his subordinates and was able to

move his subordinates towards certain goals.

In the past, people stated that leadership possessed by a leader is a psychological trait that is carried from birth, specifically in himself, and not possessed by others. So he is called a born leader (born as a leader). Because of that, the nature of his leadership does not need to be taught to himself nor can others be imitated. He has an exceptionally superior personality, a brilliant charismatic talent, has an unbeatable artistic talent to lead.

The success of an organization or company in achieving its stated goals depends very much on the people in the environment. One of the functions of management so that the company runs effectively and efficiently is through controlling. The effort taken in achieving this goal is to supervise the work done by employees. A leader must supervise subordinates in carrying out work to maintain and improve employee performance.

Supervision is one of the management functions in achieving goals, plays a very important role because with supervision the possibility of irregularities can be prevented so that efforts to make repairs or corrections can be done immediately. Robert J. Mockler in the book T. Hani Handoko (2013: 358) argues that supervision is a systematic effort to set implementation standards with planning objectives, design a feedback information system, compare real activities with predetermined standards, determine and measure deviations, and take corrective actions needed to ensure that company resources are used most effectively and efficiently in achieving company goals.

While Earl P. Strong in Hasibuan (2014: 241) argues that "controlling is the process of regulating the various factors in an enterprise according to the requirements of its plans". The opinion states that supervision is the process of regulating various factors within a company. So that the implementation is under the provisions in the plan. Another opinion was also expressed by T. Hani Handoko (2013: 359), that supervision is the discovery and application of means and equipment to ensure that the plans that have been implemented are under those set.

Based on the above theory, the author comes to an understanding that work supervision is an activity carried out to avoid deviations that occur in doing work so that goals can be achieved under a predetermined plan.

According to Colquitt, et all in the book Performance Management (Wibowo, 2015: 2), argues that: "Performance is the value of a series of employee behaviors that contribute, both positively and negatively, to the completion of organizational goals. Another opinion came from Gibson, et, al who stated that performance is the result of work-related to organizational goals such as quality, efficiency, and other criteria of effectiveness ". Based on this understanding, performance management explains how performance is managed in an organization to support the overall goals of the organization by linking the work of each employee both internal and external (outsourced or vendor).

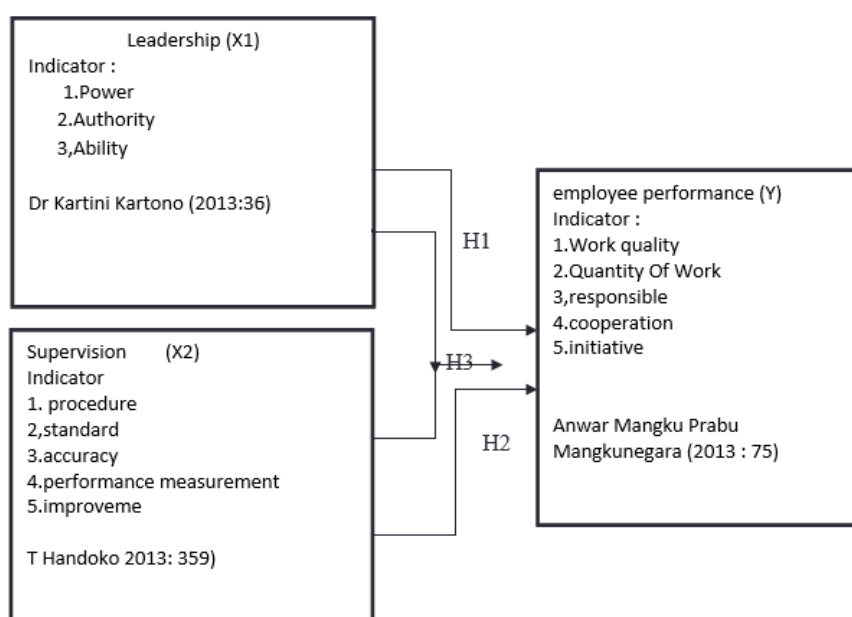
More detailed opinions come from Nasucha in the book Performance Management (Fahmi, 2015: 3) which explains the definition of organizational performance. It was revealed that organizational performance is as overall organizational effectiveness to meet the needs set by each group regarding systematic efforts and to increase the organization's ability to continuously achieve their needs effectively.

According to Mangkunegara (2103: 75) "Defining performance is the work of quality and quantity achieved by an employee in carrying out their duties under the responsibilities given to him." Understanding performance (Job Performance) is the work of quality and quantity

achieved by an employee in carrying out their duties under the responsibilities given to him.

According to Wirawan (2015: 5), performance is the output produced by the functions or indicators of a job or a profession within a certain time. Meanwhile, according to Marwansyah (2016: 228), that performance is the achievement or achievement of a person regarding the tasks assigned to him.

Thus, performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it. (Wibowo: 2014: 7). Based on the above theory, the author comes to an understanding that employee performance is the result of work achieved by an employee in carrying out the responsibilities mandated to him. The framework for this research can be described as follows:



The hypothesis proposed in this study is as follows:

1. H1: Leadership has a significant effect on the performance of employees in PT. Purna Baja Harsco Cilegon
2. H2: Oversight has a significant effect on the performance of employees in the Employee Cooperative of PT. Purna Baja Harsco Cilegon
3. H3: Leadership and supervision together have a significant effect on employee performance in the Employee Cooperative of PT. Purna Baja Harsco Cilegon.

## METHODS

This research was conducted at PT. Purna Baja Harsco Cilegon, located on Jln. Boulevard Raya No. 35 Grand Cilegon Prumnas Cibeber Cilegon-Banten. The population in this study were all employees of PT. Purna Baja Harsco Cilegon with 99 employees. The sample in this study is representative of the population. Because the total population is not greater than 100 respondents, the authors take 100% of the population in the Employee Cooperative of PT. Purna Baja Harsco Cilegon as many as 99 respondents.

In a study entitled The Effect of Leadership and Supervision on Employee Performance in Employee Cooperatives of PT. Purna Baja Harsco Cilegon there are 3 variables, namely:

1. Leadership (X1) is an independent variable (independent variable), the independent variable is a variable that influences or is the cause of change or the emergence of a dependent variable.
2. Supervision (X2) is an independent variable (independent variable), the independent variable is a variable that influences or is the cause of changes or the emergence of the dependent variable.
3. Employee performance (Y) is the dependent variable (dependent), the dependent variable is the variable that is affected or that is due to the independent variables.

The research instrument used as a data collection tool, and the instrument commonly used in this study is the ordinal scale used to provide information on the value of the answers. Each research variable was measured using a measuring instrument in the form of an ordinal scale questionnaire that fulfilled the Likert scale type statements.

To measure the influence of leadership, supervision, and employee performance using multiple regression analysis methods. The formulas used are:

$$Y = a + b_1X_1 + b_2X_2$$

Information:

- Y = Dependent Variable
- a = Constant
- X<sub>1</sub> = Independent Variable1
- X<sub>2</sub> = Independent Variable 2
- b<sub>1</sub> = Regression Coefficient
- b<sub>2</sub> = Regression Coefficient

## RESULTS AND DISCUSSION

From the analysis results above it can be seen that the multiple linear regression model is:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 0.607 + 0.694X_1 + 0.544X_2$$

A constant value of 0.607 states that if there are no independent variables, the employee's performance is 0.607. The coefficient value of 0.694 states that the addition of leadership patterns by 1 will improve employee performance of 0.694. The coefficient value of 0.544 states that the addition of supervision 1 will improve employee performance by 0.544.

Table 1.  
Coefficient Of Determination Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964 <sup>a</sup>	0.93	0.929	1.09392

Based on the table above, can be seen the coefficient of determination of leadership (X1) and supervision (X2) in employee performance (Y) that is equal to 0.929. meaning that the contribution of the relationship between leadership (X1) and supervision (X2) with employee

performance (Y) of 92% and the remaining 93% is influenced by other factors not examined by the author.

Table 2.  
Partial Test Results (t-test)

Model	T	sig
constant	1,318	0,191
Leadership	5,242	0
Supervision	6,597	0

The t-value for the leadership variable is 5.242 then the value in the distribution table is 5% (0.05) which is 1.984. Then the value of  $t\text{-value} > t\text{-table}$  ( $5,424 > 1,984$ ), which means that there is a strong reason for H1 to be accepted and H0 rejected. This is reinforced by the significance value ( $0.000 < 0.05$ ), so there is a reason for H1 accepted and H0 is rejected, so it can be interpreted that leadership has an influence on employee performance.

The calculated value for the monitoring variable is 6,597 and then the value in the distribution table is 5% (0.05) which is 1,984. Then the value of  $t\text{-value} > t\text{-table}$  ( $6,597 > 1,984$ ), which means that there is a strong reason for H1 to be accepted and H0 rejected. This is reinforced by the significance value ( $0.000 < 0.05$ ), so there is a reason for H1 to be accepted and H0 rejected, so it can be interpreted that leadership influences employee performance.

Table 3.  
Simultaneous Test Results (F Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean	F	Sig
1	Regression	1527.45	2	763.721	638.205	.000 <sup>b</sup>
	Residual	114.88	96	1.194		
	Total	1642.32	98			

Based on the table above shows that the F-value is 638,205, while the F-table distribution results with a significant level of 5% (0.05) are 3.09. This means  $F_{\text{count}} > F_{\text{table}}$  ( $638,205 > 3.09$ ), so there is a strong reason that H1 is accepted and H0 is rejected. Reinforced with a significance value ( $0,000 < 0.05$ ), there is a reason for H1 to be accepted and H0 to be rejected. So the calculation concludes that the leadership variable (X1) and the supervision variable (X2), simultaneously affect the dependent variable namely employee performance (Y).

## CONCLUSION

There is an influence between leadership (X1) on employee performance (Y) in the employee cooperative of PT. Full Steel Harsco Cilegon. The result is  $t_{\text{count}} > t_{\text{table}}$  with a significance level  $< 0.05$ . Based on the results of the leadership recapitulation produced good results with an average score of 326 and obtained the smallest score of 307 from the leadership dimension and which will be used as suggestions or input on the cooperative employees of PT. Purna Baja Harsco Cilegon is an indicator of the leader being able to complete his task well. So it can be said that leadership that pays little attention to performance can cause employees to neglect to do a job and make work neglected. What's more the lack of direction from superiors,

which makes employees arbitrary to work and even procrastinate so that the performance does not match what you want to achieve. Researchers can give suggestions that in good leadership in the cooperative employees of PT. Purna Baja Harsco Cilegon is the way leaders can pay attention to employee performance and direct employees so that the tasks given can be completed and follow the rules set by the leader.

There is an influence between supervision (X2) on employee performance (Y) in the employee cooperative of PT. Full Steel Harsco Cilegon. The result is  $t_{count} > t_{table}$  with a significance level  $< 0.05$ . Based on the recapitulation results of supervision produced good results with an average score of 330 and obtained the smallest score of 314 from the dimensions of supervision and which will be used as suggestions or input to the cooperative employees of PT. Purna Baja Harsco Cilegon is an indicator of the supervision of the leadership always looking at the work carried out by employees. So that it can be said that less strict supervision will result in a lack of employee quality that is still not good and a lack of awareness of employee responsibilities, as well as lack of work discipline. Researchers can provide advice in good supervision of the cooperative employees of PT. Purna Baja Harsco Cilegon is a way to tighten supervision to improve the quality of employee work.

There is an influence of leadership (X1) and supervision (X2) together - the employee performance (Y) in the cooperative employee of PT. Purna Baja Harsco Cilegon, with the decision of  $F_{value} > F_{table}$ . Based on the recapitulation results of employee performance produced good results with an average score of 328 and obtained the smallest score of 295 from the dimensions of employee performance and which will be used as suggestions or input on PT. Purna Baja Harsco Cilegon is an indicator that I am willing to help my colleagues when they have difficulties in doing a job. So it can be said that the performance of employees who have not been maximized can result in lazy employees working hours and less concern for employees on the tasks that are charged so that employees do not enjoy the work they have. Researchers can provide suggestions for good employee performance at PT. Purna Baja Harsco Cilegon is a way to maximize employee performance so that no more employees are lazy in doing the tasks given by the leadership.

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