

THE EFFECT OF LEADERSHIP STYLE AND SUPERVISION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine the effect of leadership style, supervision on employee performance in The data sources used are data obtained from questionnaire records and documentation. Consistently, each variation (X) has a penalty for the employee's work. Leaders directly involved in the work have personal experience with how employees are paid. The sampling technique used a proportional stratified random sampling method in which 150 respondents were taken as samples. The analytical technique combines statistical analysis with regression, correlation, determination, and hypothesis testing. The result of this research is that the gay leadership variable is an average score of around 0.694 with good criteria. The average score of 0.105 with good criteria is used for monitoring variables.

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1. INTRODUCTION

A company must have capable employees, solid knowledge of their job and a strong work ethic. Organizations must use human resources more effectively and efficiently while maintaining a constant increase in employee productivity. This is true because people are the center of any organization or business - they are the main reason for its success (Jamaludin, 2017)[1]

Leaders are motivated to maximize the performance of their subordinates, regardless of their individual organizational size or structure. The definition of leadership includes motivating the workforce to achieve organizational goals[2]. In large-scale process supervision becomes more difficult because of the increasing demands and complexity of the production process. Assumptions prevent the direct application of conventional methodologies [3]

In performance monitoring/supervision is the process by which an organism assesses its actions and the effects of these activities to optimize behavior. Due to the unpredictable nature of the situations in which we live, our behavior must be controlled in an adaptive manner. Performance monitoring is an important component of cognitive control and goal-directed regulation of behavior [4].

Managers must constantly change the things they do or the existing standards of performance. Every step of the business needs to be monitored to ensure that workers can complete their tasks properly. But it is also inherent in human nature to desire freedom from limitations and norms [5].

In business, supervision is something that must exist in the workplace because it is very important to support the performance of employees and ensure that they are diligent in carrying out the tasks determined by their respective responsibilities. One of the things that can be done to improve performance in a company is supervision.

Leadership is the ability to influence and motivate others. How do effective leaders get followers excited and dedicated to their actions research has revealed a wide variety of leadership traits and styles related to follower attitudes, motivation, and performance. one influential approach is the full leadership mode (Fries et al., 2021)[6]

2. LITERATURE REVIEW

2.1. Definition of Leadership Style

Leadership is the capacity to influence others through direct or indirect communication with the aim of influencing them to become informed, aware, and happy enough to carry out the leader's instructions. A person's activities in leading, guiding, influencing, or controlling the thoughts, feelings, or behavior of other people is known as leadership.

The manager's subjective subjectivity cannot be separated from his privacy; this applies to meanings that have been influenced by the local environment, education, or social culture. Without achieving

organizational goals, leadership is only a backbone that drives organizational growth. The expression of leadership is said to be successful if the leaders are able to manage or organize effectively, meaning that the initiative has been successful.

This is because the direct supervisor is the person who knows best and is closest to the employees under him. Supervision carried out by direct superiors is often called *waskat*, or leadership supervision [7].

2.2. Definition of Supervision

Supervision is a process of assessing the conformity of the work of members of an organization in various fields and various management actions with a predetermined program. Definition of supervision. Supervision is the process of determining performance measures and taking actions that can support the achievement of the expected results in accordance with predetermined performance. According to Handoko (2003) in (Toding, 2016), "supervision actually means maintaining stability and balance", and according to Sule (2008) in (Kamal, 2015) means maintaining stability and balance.

But to strike a balance, managers must continually adjust their practices or the metrics used to evaluate employee success. This matter

will instruct workers to be able to complete the work correctly and in accordance with what has been decided. But it is also a fundamental aspect of human nature to desire freedom from restrictions and constraints.

2.3. Monitoring Purpose

If there is no longer any planning that was previously abandoned, the oversight will not last. The aim of the exercise is as follows:

- 1) Verify that execution tasks follow those plans, policies, and instructions.
- 2) Initiate the process of coordinating activities.
- 3) Preventing diversion wastage.
- 4) Assuring the public that the demands of society for goods and laws received are reasonable.

The fifth point is to build public trust in organizational leadership. The indicators and dimensions of supervision of all the indicators and measurements regarding experts, the supervision technique researchers become measurement indicators in the supervision itself, (Toding, 2016), namely:

A. Direct Supervision

If none of the previous planners were neglected, supervision would not be possible. According to Adisasmita, the purpose of the speech is as follows:

- 1) Ensuring that the implementation task is in accordance with existing plans, policies, and orders.
- 2) Carry out coordination of activities.
- 3) The third is to prevent waste and diversion.
- 4) Ensure community commitment to the use of stolen weapons and information.

Fostering public trust in organizational leadership indicators and dimensions of supervision from all expert discussions, the supervisor technique researchers according to (Toding, 2016) to be a measurement indicator in the supervision itself.

B. Indirect Supervision

Supervision will not be achieved if there is no planning that has been prepared beforehand. The purpose of supervision is as follows:

- 1) Ensure that implementation tasks follow the plans, policies, and orders.
- 2) Facilitate coordination of activities, and prevent waste and diversion.

Regarding the experts, the researcher believes that monitoring techniques according to (Toding, 2016) are indicators in the supervision itself.

2.4. Definition of Employee Performance

According to (Toding, 2016) "Performance" is a term used to describe the results generated all the time by certain organizations, including profit and non-profit organizations.

2.5. Performance Assessment

"Performance Appraisal" is a term used by (Toding, 2016) [5] to describe the success of a worker during the execution of a task.

2.6. Measuring employee performance

According to (Robbins 2016: 260) in [8] performance is a result achieved by employees in their work according to certain criteria that apply to a job. (Robbins 2016: 260) in (Lestari et al., 2022; [9]; Syifa Umra Syitah & Nasir, 2019) performance assessment indicators are:

- 1) Quality
- 2) Quantity
- 3) Punctuality
- 4) Effectiveness
- 5) Independence

2.7. Hypothesis Development

The influence of leadership style on employee performance, Leaders must be able to impose strict working conditions on subordinates so that they always maintain professionalism in carrying out their duties, increasing worker productivity. The relationship between leadership and employee performance is influenced by the variable level of employee maturity or by employee maturity as a measure of leadership effectiveness. Explaining that employee performance problems exist within the company will affect both superiors and subordinates, providing a pattern for the company's development. Individual and collective performance is necessary for organizational performance. From the explanation above, it can be seen that the relationship between leadership and supervision of employee performance [10][11]

H1: It is suspected that leadership style has a significant effect on employee performance.

2.8. Effect of supervision on employee performance

According to [12] in [5] supervision is an activity that seeks to ensure that the worker plans are set and the results are desired. [13] in (Regina Amanda, 2019) states more specifically that, Success is the result or level of success achieved by a person in carrying out activities over a certain period of time, or the amount of effort made by a person during a period of a number of different factors, such as effort, motivation and self and together. Known as performance. Conducting research on supervising employee performance and the results of the research state that supervision has a significant positive effect on employee performance (Regina Amanda, 2019).

H2: It is suspected that supervision has a significant effect on employee performance.

2.9. The influence of leadership and supervisory styles on employee performance

It can be concluded that the test results for the calculated F value are $47.109 > F$ table 3.06 with a significant value of $0.000 < 0.05$. We can conclude that there is influence simultaneously the independent variable (leadership style and supervision) on the dependent variable (employee performance).

H3: It is suspected that leadership and supervisory styles have a significant effect on employee performance

2.10. FRAMEWORK

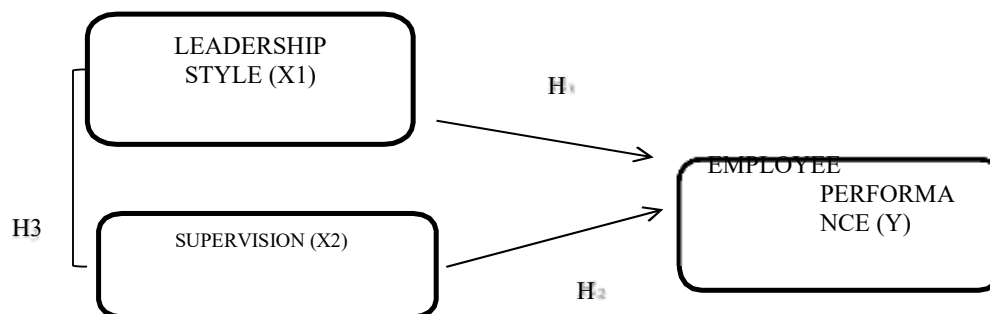


Figure 1. Framework

3. METHOD

3.1. Type of Research

Based on the type of problem being studied, the technique used in this study is a research using quantitative methods.

3.2. Sample

The sample used in this study was 150 respondents and this is the first study of its kind to use the stratified random sampling method, which means that people are not grouped into groups that are not homogeneous and stratified proportionally.

3.3. Data Collection As Follows:

- A. Field Research
 - 1) Questionnaire (Questionnaire)
- B. Library Research (Library Research)

3.4. Data Measurement Tool

Questionnaire filling is measured using the Likert Scale method.

3.5. Research Instruments

- A. Validity test
- B. Reliability Test

3.6. Data analysis method

- A. Simple Linear Regression Analysis
- B. Correlation coefficient
- C. Coefficient of Determination(R^2)

4. RESULT AND DISCUSSION

4.1. Respondent Characteristic

1) Validity Test

The characteristics of the respondents who were observed in this study were gender, last education and years of service.

Table.1 the character of the respondents

No.	Items	Frequency	Percentage %
1.	Gender		
	Man	89	59.33
	Woman	61	40.67
	Amount	150	100
2.	Last education		
	SMA/Equivalent	131	87.33
	D3	6	4
	S1	13	8.67
	Amount	150	100
3.	Years of service		
	<1 Year	4	2.67
	1-5 Years	71	47.33
	5-10 Years	49	32.67
	>10 Years	26	17.33
	Amount	150	100

2) Validity test

Table.2 Validity Test Results

No.	Variable	Items	R. count	R. Table	Information
1.	Leadership style	X1.1	0.697**	0.160	Valid
		X1.2	0.813**	0.160	Valid
		X1.3	0.863**	0.160	Valid
		X1.4	0.862**	0.160	Valid
		X1.5	0.807**	0.160	Valid
		X1.6	0.795**	0.160	Valid

		X2.1	0.845**	0.160	Valid
		X2.2	0.847**	0.160	Valid
2.	Supervision	X2.3	0.539**	0.160	Valid
		X2.4	0.822**	0.160	Valid
		X2.5	0.630**	0.160	Valid
		X2.6	0.319**	0.160	Valid
		Y. 1	0.707**	0.160	Valid
		Y.2	0.657**	0.160	Valid
3.	Employee performance	Y.3	0.806**	0.160	Valid
		Y.4	0.767**	0.160	Valid
		Y.5	0.611**	0.160	Valid
		Y.6	0.449**	0.160	Valid
		Y.7	0.833**	0.160	Valid
		Y.8	0.765**	0.160	Valid
		Y.9	0.837**	0.160	Valid
		Y.10	0.800**	0.160	Valid

From table 1 it can be concluded that the sig. (2-tailed) for each item on the leadership style variable (X1), supervisory variable (X2), and employee performance variable (Y) it can be said that the data is valid, so it can be concluded that all variables are valid because of the sig. (2-tailed) < 0.05

3) Reliability Test

Table 3. reliability test results

No.	Variable	Cronbach's Alpha	Information
1.	Leadership Style	0.844	Reliable
2.	Supervision	0.769	Reliable
3.	Employee performance	0.886	Reliable

From table 2 it can be concluded that the Cronbach's Alpha value on the leadership style variable (X1) is 0.844 > 0.6, so the results of the leadership style variable can be said to be reliable. The Cronbach's Alpha value on the Monitoring variable (X2) is 0.769 > 0.6, so the results of the monitoring variable can be said to be unreliable. While the Cronbach's Alpha value on the employee performance variable (Y) is 0.886 > 0.6, the results of the employee performance variable can be said to be reliable.

4.2. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Test Results

Model	UnstandardizedC oefficients		standardizedC oefficients		t	Sig.
	B	std. Error	Betas			
1 (Constant)	25,332	2,494			10.158	.000
Style_leadership	.649	087			.554	7,454 .000
Supervision_	.154	093			.123	1,654 .100

From table 5 it can be concluded that the results of the multiple linear regression analysis above can be obtained multiple linear regression equations as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + e$$

$$Y = 25.332 + 0.649X_1 + 0.154X_2 + e$$

4.3. Simultaneous Hypothesis Testing (Test F)

Table 5 F Test Results

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	773,440	2	386,720	47,109	.000b

residual 1206720 147 8,209
 Total 1980.160 149
 a. Dependent Variable: employee_performance
 b. Predictors: (Constant), supervision_, leadership_style_
 Source: Primary data processed in 2022

4.4. Third Hypothesis Testing (H3)

Table 6 data can be concluded that the test results for the calculated F value are $47.109 > F$ table 3.06 with a significant value of $0.000 < 0.05$. We can conclude that there is a simultaneous influence of the independent variables (leadership and supervisory styles) on the dependent variable (employee performance).

4.5. Partial Hypothesis Testing (t test)

Table 6 Test Results t

Model	UnstandardizedC oefficients		standardizedC oefficients		t	Sig.
	B	std. Error	Betas			
1 (Constant)	25,332		2,494		10.158	.000
Style_leadership	.649		.087		.554	7,454 .000
Supervision_	.154		.093		.123	1,654 .100

Source: Primary data processed in 2022

A. First Hypothesis Testing (H1)

Sig value is known. for the effect of leadership style on employee performance is $0.000 < 0.05$ and t count $7.454 > t$ table 1.976, so it can be concluded that H1 is accepted which means there is a partial influence of leadership style on employee performance.

B. Second Hypothesis Testing (H2)

Sig value is known. for the effect of supervision on employee performance is $0.000 < 0.05$ and the value of t count, $1.654 > t$ table 1.976, so it can be concluded that H1 is accepted which means there is no partial influence of supervision on employee performance.

4.6. Coefficient of Determination (R2)

Table 7 Results of the Coefficient of Determination

Summary model b

Model	R	R Square	Adjuste R Square	std. Error of the Estimate
1	.625a	.391	.382	2,865

a. Predictors: (Constant), Supervision, Leadership_style_
 b. Dependent Variable: employee_performance

From table 8 it can be concluded that the R Square value on , leadership style and supervision explains a variable change of 0.391 so that it is stated that 3.91%, the remaining 0.03% can be explained by other independent variables not examined in this study.

4.7. The influence of leadership and supervisory styles on employee performance

The test results show that Leadership Style and Supervision have a positive effect simultaneously on employee performance Leaders must continue to strive to influence their subordinates consistently so that they can emulate the traits of a leader who can set an example. In order to quickly correct mistakes made by subordinates or to recognize and reward those who complete their tasks successfully, leaders must constantly supervise their teams [14]

According to (Nisyak & Trijonowati, 2016) states, leadership is the ability to influence subordinates, through direct or indirect communication with the intention of moving people so that with understanding, awareness, and pleasure they are willing to follow the will of the leadership[15].

4.8. Effect of supervision on employee performance

From the results of the study indicate that there is influence between the independent variable of supervision on the dependent variable of employee performance. This means that supervision has an effect on employee performance with the regression equation $Y = 25.332 + 0.649X_1$, a correlation value of 0.391 or having a strong relationship with an influence contribution of 64.9%. Hypothesis testing obtained t count > t table or (1.654 < 1.976). Even so, we all know that the supervisory function cannot be separated from the other three management functions.

4.9. The influence of leadership style on employee performance

From the results of testing the Variable Leadership style has a significant effect on performance based on the hypothesis test, the results of testing the leadership style show a significant level of 0.001. This significant level is less than 0.05, which means that the hypothesis in this study rejects H_0 and accepts H_a . If the P-value

5. CONCLUSION

The results of the leadership style test show a significance level of 0.001 based on the hypothesis test. Employee performance is positively and significantly influenced by leadership style. Because H_0 is rejected and H_a is accepted based on the premise of this study, the significance level is less than 0.05.

Supervision has a positive and significant effect on employee performance. This shows that the higher the supervision carried out by the company, the more pressured the work demands for employees to carry out work activities and their respective responsibilities, the performance of employees at the company will increase

It can be concluded that the test results for the calculated F value are $47.109 > F$ table 3.06 with a significant value of $0.000 < 0.05$. We can conclude that there is a simultaneous influence of the independent variables (leadership and supervisory styles) on the dependent variable (employee performance).

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