



The Influence of Leadership and Supervision on Employee Performance in Baitul Maal wat Tamwil (BMT) Surya Madani Ngemplak Branch Boyolali Regency

Kim Budiwinarto¹, Titik Yuliyanti²

¹Universitas Surakarta, Jawa Tengah, Indonesia, email: kimbudiwinarto07@gmail.com

²Universitas Surakarta, Jawa Tengah, Indonesia, email: titikyuliyanti474@gmail.com

Abstract. The purpose of this study is to find out the influence of leadership on employee performance, and the influence of insight on employee performance at BMT Surya Madani Ngemplak Branch, Boyolali Regency. The method used in this study is quantitative method. The sample in this study was employees at BMT Surya Madani Branch Ngemplak Kabupaten Boyolali as many as 30 respondents. The data analysis techniques used are multiple linear regression analysis, t test, F test, and coefficient of determination. The results showed that leadership and supervision had a significant effect on the performance of employees at BMT Surya Madani Ngemplak Branch of Boyolali Regency, both partially and simultaneously. The amount of influence of leadership and supervision has a significant effect on employee performance at BMT Surya Madani Ngemplak Branch, Boyolali Regency is 86.4%.

Keywords: Leadership, Oversight, Performance

INTRODUCTION

The company is an organization consisting of a group of people where they work together in carrying out production activities. An organization can run effectively if the management functions such as planning, organizing, motivation, discipline, and supervision in it function properly, and the supporting elements are available and meet the requirements. One of the most important elements that can support the running of the company is human resources (employees). Labor or human resources can be interpreted as labor, employees, workers or employees who essentially have the same purpose to achieve an organizational or company goal. Thus, human resource management has an important role in determining the success of a company.

Performance is the result of work achieved by individuals who are adjusted to their roles or tasks which are associated with a certain measure of value of the company where the individual works (Miner, 1998). Meanwhile, according to Robbins (2006) that employee performance is the amount of effort spent by individuals in devoting a certain amount of

energy to their work. According to Riva'i (2005) states that performance is a function of motivation and ability and to complete a task or job a person should have a certain degree of willingness and level of ability.

In this process, the function of the leader has a very close decisive role in the implementation of the organization of a company. The function of the leader is not only to guide and direct subordinates, but the most important thing is how the leader is able to provide a clear vision and mission or direction where the organization will be taken so that the results achieved are in accordance with the initial goals of the establishment of the company. Leaders in the company have a strategic position, because the leader is the central point in determining the dynamics of existing resources for the creation of a company goal. In essence, management is a series of activities carried out by managers who must choose leaders who are needed to influence the activities of a group in achieving the goals to be achieved.

One of the most important problems faced by leaders is how to improve the performance of their employees so that they can support the success of achieving goals. A good leader or manager is one who is able to create conditions so that people individually or in groups can work and achieve high work productivity. The problem of improving employee performance is closely related to the problem of how to be a good leader, how to motivate employees, how supervision is carried out, how to develop an effective work culture, how to create a comfortable and conducive work environment, so that employees can and want to work optimally so that they can support the achievement of company goals.

This supervision aims to make what is planned come true in accordance with what has been planned. Well-executed and continuous supervision will be able to improve employee work discipline and create a group spirit that can stimulate each employee to work better. This will be able to improve performance and employees will always be responsible for the work that has been given.

BMT Surya Madani is one of the sharia-based cooperative financial institutions. BMT Surya Madani offers loan or financing products and savings for the community. In marketing savings products, BMT Surya Madani Boyolali faces very tight competition, due to the many similar products that are marketed with various lure and great attractiveness so that these potential customers or investors can invest their money in microfinance institutions or institutions as investments. With so many products offered by microfinance agencies or institutions, it will force prospective customers to buy products that suit their wishes or often

called *impulse buying*, namely consumers buying products without a plan in advance in determining which product to choose

Considering that the labor factor is the most important factor in the implementation of the production process, a workforce that has skills and expertise is needed for the survival of the company. Thus, the purpose of this study is to determine (1) the influence of leadership on employee performance at BMT Surya Madani Ngemplak Branch Boyolali Regency, (2) To determine the effect of supervision on employee performance at BMT Surya Madani Ngemplak Branch Boyolali Regency.

LITERATURE

The notion of leadership has been put forward by many experts and basically has a meaning that is not much different. According to Robbin (2006) that leadership is the ability to influence a group towards achieving goals. Handoko (2004) that defines leadership as an important part of management which is the ability that a person has to influence others to work towards achieving goals and objectives. Another definition of leadership is a person's ability to influence others (subordinates) in such a way that others are willing to do the leader's will even though personally it may not be his pleasure (Siagan, 2002). The success of the company in achieving the goals to be achieved depends on the leader, the leader must be able to move all existing resources, both human resources, natural resources, facilities, funds and time effectively and efficiently in the management process.

The company can run smoothly if it pays attention to the things that drive the company's progress in order to achieve the expected goals. Things that can drive the company forward such as the existence of operational functions. For this reason, the company must hold supervision because supervision is very important for the company. Supervision is a process to implement what work has been carried out, assessors and if necessary correct with the intention that the implementation of work is in accordance with the original plan (Manullang, 2002). According to Handoko (2004) that supervision is a process to ensure that organizational and management goals are achieved.

According to Gibson (2005) that performance is the result achieved by a person according to the appropriate measure for the job concerned. While performance is also the result of work that can be achieved by a person or group in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the

organization concerned legally, not violating the law and in accordance with morals and ethics.

Understanding performance is one of the results of work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience and sincerity and time (Hasibuan, 2001). Performance is a combination of 3 (three) important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, and the role and level of motivation of a worker. The higher the three factors above, the greater the work performance of the employee concerned. There is another opinion that states that performance is the result of work that is concrete, observable and measurable (Irawan, 2002).

Yovie (2020) that conducted research on the influence of leadership and work supervision on employee performance at the Klaten Regency Public Works Office. This study included a population study with a population of 30 employees. The results of this study show that leadership has no effect on employee performance. Work supervision has no effect on employee performance. Leadership and work supervision jointly affect employee performance.

Putra (2020) that conducting research on the influence of leadership and supervision on employee work discipline at PT. Fatarindo Cemerlang CCOD Singaraja. The population in this study is all employees who work at PT. Fatarindo Cemerlang CCOD Singaraja with 38 employees. Based on the characteristics of the problem studied, this study uses a causal quantitative research design. The data analysis technique used is a multiple linear regression analysis technique. The results showed that (1) leadership and supervision have a significant effect on work discipline, (2) leadership has a significant effect on work discipline, (3) supervision has a significant effect on work discipline.

Supriyanto (2017) that conducted research on the influence of leadership and supervision on employee performance on CV. RR Maju Mandiri Lubuklinggau City. The purpose of this study is to determine the influence of leadership and supervision on employee performance on CV. RR Maju Mandiri Kota Lubuklinggau. This type of research uses survey research methods with a quantitative approach. Jointly or simultaneously there is a significant influence between leadership and supervision on the performance of CV employees. RR Maju Mandiri Lubuklinggau City.

Basri (2015) that conducting research on the influence of leadership and supervision on employee work discipline at PT. Perkebunan Nusantara III (PERSERO). From

calculations, it is obtained that leadership and supervision affect work discipline. The most dominant variable affecting work discipline is the supervisory variable.

METHOD

The method used in this study is quantitative method. The population in this study is all employees at BMT Surya Madani Ngemplak Branch, Boyolali Regency as many as 30 people. Because the population is less than 100 people, the sample size used is 30 people.

In this study, the variables used were employee performance as the dependent variable, while as independent variables were leadership and supervision. Variable indicators of employee performance consist of targets, quality, completion time, and compliance with principles (Edison et.al, 2017). Variable indicators of leadership consist of having a clear strategy, concern for members and the environment, maintaining team cohesiveness, motivating members, and respecting differences and beliefs (Edison et.al, 2017). While the supervisory variable indicators consist of the determination of measuring instruments, assessments, corrective actions (Manullang, 2002).

These indicators are for compiling instrumen items in the form of partanyaan (sioner cake). Respondents' responses were measured on a scale of Likert, namely: strongly agree to be given a score of 4, agree to be given a score of 3, disagree less is given a score of 2, and strongly disagree is given a score of 1.

The data analysis technique used in this study is multiple linear regression analysis. Multiple linear regression analysis is used to determine the influence of leadership and work supervision on employee performance. The specifications of the model are as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Information:

Y: dependent variable (employee performance)

a: constant number

B₁ : Regression coefficient for leadership variables

B₂ : Regression coefficient for supervisory variables

X₁ : leadership

X₂ : surveillance

e : error

Calculations on multiple linear regression analysis such as regression coefficient, t test, F test, and determination coefficient using the help of SPSS software.

DISCUSSION

Based on the theory of this study and the research methodology above, the framework of thought in this study can be described as follows:

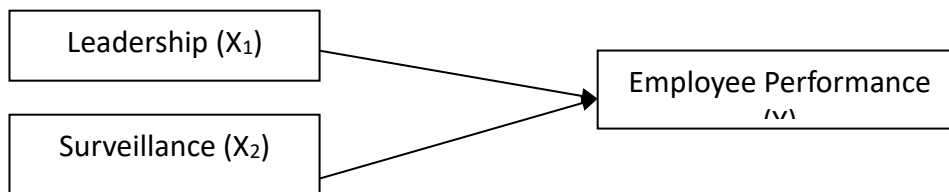


Figure 1 Kfigure Pthought

Multiple linear regression analysis is used to determine the influence of leadership, supervision, and employee performance. The calculation of multiple linear regression analysis using the help of SPSS software obtained the following results:

Table 1 Multiple Linear Regression Analysis

Variable	Regression Coefficient	t _{count}	Sig.
Constant	1,756		
Leadership	0,564	3,566	0,001
Supervision	0,488	2,917	0,007
F _{count}	85,607		0.000
R ²	0,864		

Source: Data research, 2022

Based on the table above, the double linear regression equation is obtained as follows:
 $Y = 1.756 + 0.564 X_1 + 0.488 X_2 + e$

The regression coefficient of the leadership variable (b₁) dinilai positive is 0.564, meaning that the leadership variabel positively affects the performance of employees at BMT Surya Madani Ngemplak Branch Boyolali Regency. The better the leader in leading, the more the performance of employees at BMT Surya Madani Ngemplak Branch Boyolali Regency. To show a significant influence or not, it needs to be tested statistically. Based on the results of the t-test, a t-count value of 3.566 was obtained with a sig value of 0.001. In

this study, the significance level used was 0.05. It turns out that the *sig* value of 0.001 is smaller than 0.05, so the t-test result is significant. This shows that leadership variables have a significant influence on employee performance at BMT Surya Madani Ngemplak Branch, Boyolali Regency. In line with the theory by Handoko (2004) that leadership as an important part of management is the ability that a person has to influence others to work towards achieving goals and objectives. Effective and efficient leadership must provide direction to the efforts of all workers in achieving company goals. Without leadership or guidance, the relationship between individual goals and corporate goals may become tenuous.

The regression coefficient of the supervisory variable (b_2) has a positive value of 0.488, meaning that the supervisory variable positively affects the performance of employees at BMT Surya Madani Ngemplak Branch Boyolali Regency. The better the supervision, the better the performance of employees at BMT Surya Madani Ngemplak Branch, Boyolali Regency. To show a significant influence or not, it needs to be tested statistically. Based on the results of the t test, a t-count value of 2.917 was obtained with a *sig* value of 0.007. In this study, the significance level used was 0.05. It turns out that the *sig* value of 0.007 is smaller than 0.05, so the result of the t test is significant. This shows that supervisory variables have a significant influence on employee performance at BMT Surya Madani Ngemplak Branch, Boyolali Regency. In line with the theory by Handoko (2004: 359), supervision is a process to ensure that organizational and management goals are achieved. The purpose of supervision is to find out to what extent the level of achievement or level of completion of the activity is in order to achieve the planned goals.

Based on the results of the leadership regression coefficient test and simultaneous supervision using the F test obtained F-count of 85.607 with a *sig* value of 0.000. In this study, the significance level used was 0.05. It turns out that the *sig* value of 0.000 is smaller than 0.05, so the F test result is significant. This shows that the variables of leadership and supervision have a significant influence simultaneously on employee performance at BMT Surya Madani Ngemplak Branch, Boyolali Regency. The magnitude of the influence of leadership and supervisory variables on employee performance at BMT Surya Madani Ngemplak Branch, Boyolali Regency is 86.4%.

CONCLUSION

Based on the results of data analysis and discussion, the conclusion is that there is a significant influence of leadership on employee *performance* and there is a significant influence of supervision on the *performance* of BMT Surya Madani employees. Leadership and supervision affect the performance of BMT Surya Madani employees by 86.4%.

BIBLIOGRAPHY

- Edison, E., & K, Imas. 2017. *Human Resource Management*. Alfabeta. Bandung.
- Gibson, J., & Donnelly, H. 2005. *Organization Behavior, Structure, Process, Translation Savi Tri Soekisno, Agus Dharma Eighth Edition*. Jakarta: Erlangga.
- Handoko, T. 2004. *Personnel and Human Resources Management*. Yogyakarta: BPFE.
- Hasibuan, M. 2001. *HR Management Revised Edition*. Jakarta: Bumi Aksara.
- Irawan, & Prasetya,. 2000. *Human Resource Management of State Administration Institutions*. Jakarta: School of Ilm Administration.
- Kamal, M. 2015. The influence of leadership and supervision on employee discipline at PT. Perkebunan Nusantara Iii (Persero). *Scientific Journal of Management and Business*. Vol. 15 No.1.
- Manullang & Marihot. 2002. *Personnel Management*. Yogyakarta: UGM Printing Board.
- Miner, J. 1998. *Organizational Behavior: Performance and Productivity, First Edition, Random House, Inc.* York.
- Son, R. 2020. The influence of leadership and supervision on employee discipline at PT. Fatarindo Cemerlang CCOB Singaraja. *Journal of Management*. Vol. 6 No.2.
- Robbin & Coulter. 2006. *Management*. Jakarta: Ikrar Mandiri Abadi.
- Setiawan Y. 2020. *The Influence of Leadership and Work Supervision on Employee Performance at the Public Works Office of Klaten Regency*. Klaten: Widya Dharma University.
- Sondang, P. Siagan. 2002. *Tips for Increasing Work Productivity (First Printing)*. Jakarta: Rineke Cipta.
- Supriyanto & Bahrin, S. 2017. The influence of leadership and supervision on employee performance on CV. RR Maju Mandiri Lubuklinggau City. *Journal of Media Economics (JURMEK)*. Vol. 12 No.2.
- Veithzal & Riva'i. 2005. *Appraisal Performance*. Jakarta: Grafindo Persada.