

Supervisory Influence and Organizational Culture on the Performance of the Population Service and District Civil Registration Labuhan Batu with Discipline Work as a Variable Intervening

Indrawati Siringoringo¹, Sofiyan², Salman Faris³, Purnama Yanti Purba⁴

^{1,2,3,4}Universitas Prima Indonesia

Corresponding Author: Salman Faris

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ABSTRACT

Organizational activities will not run without the involvement of the human element in it. The control element is in humans, so that in the end compared to other factors, humans are the element that most determines the success or failure of an organization in carrying out various activities in order to achieve organizational goals and objectives. This study aims to determine whether supervision and organizational culture affect employee performance through work discipline as an intervening variable in Disdukcapil, Labuhanbatu Regency. The research was conducted on 36 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study indicate 1) there is a significant influence between supervision on work discipline, 2) there is a significant influence between organizational culture variables on work discipline, 3) there is a significant influence between supervision variables on performance, 4) there is a significant influence between cultural variables organizational culture on performance, 5) there is a significant influence between work discipline variables on performance, 6) work discipline variables cannot affect supervisory variables on performance, 7) work discipline variables cannot affect organizational culture variables on performance.

Keywords: Supervision, Organizational Culture, Work Discipline, Performance.

INTRODUCTION

An organization always wants its goals to be achieved where the indicator of achievement is when what is planned can be carried out, both for the short and long term. In order for what is planned to be carried out properly, it requires active participation from all components in the organization because organizational achievement is only possible when every element in the organization strives to make its best contribution. To measure the size of the contribution that has been given, it is necessary to assess the performance of each component in the organization (Marsaoly, 2016: 24). The activities of the organization will not run without the involvement of the human element in it. The element of control is in humans, so that in the end compared to other factors, humans are the element that most determines the success or failure of an organization in carrying out various activities in the context of achieving organizational goals and objectives. The achievement of the goals of an institution or organization does not only depend on modern equipment, complete facilities and infrastructure, no matter how perfect the technological and economic aspects are, without the human aspect it is difficult for organizational goals to be achieved, depending on the humans

who carry out the work. Humans are the most important resource in an organization's efforts to achieve success. The important factor here is complex in nature so that it needs special attention, handling, and treatment in addition to other factors (Nurlaila, 2011: 201). Mangkunegara (2001) suggests that performance is the result of work in quality and quantity by an employee in carrying out his duties in accordance with the responsibilities given to employees. The success of organizational/company performance depends on individual performance or in other words, individual performance will contribute to organizational performance. Performance is a description of the level of achievement of the implementation of an activity or policy in realizing the goals, objectives, vision and mission of the organization. The Population and Civil Registration Office of Labuhanbatu Regency is a local government agency of Labuhanbatu Regency which is engaged in population and civil registration. The services provided are related to population registration documents such as electronic ID cards, family cards, and moving letters, KIA (Child Identity Cards) and civil registration documents such as birth certificates, marriage certificates, death certificates and others. However, the Labuhanbatu Regency Disdukcapil has not been able to realize its goals, objectives, vision and mission optimally because employee work results have not been in accordance with organizational expectations. The results of preliminary research regarding the work discipline of employees at the Labuhanbatu Regency Disdukcapil have gone well. However, there are still problems committed by employees, for example, the lack of orderly employees in using working hours such as chatting during working hours that are not related to work and there are still mistakes in using work tools so that they can hinder the completion of work. This is due to the lack of supervision of superiors towards subordinates so that these things can occur. In addition, a good organizational culture has not been fully created so that employees are

not orderly in carrying out work. The culture of the Labuhanbatu Regency Disdukcapil organization is guided by corporate values, namely competence, integrity, reliable and innovative as an implementation of the organization's vision and mission which is reflected in various organizational systems and employee activities in the organization. In connection with this, Denison and Mishra (1995) suggested in their research that organizational culture provides an identity to members of the organization as part of the organization. Organizational culture will form values, mindsets and habits that are not individual. This forms a behavior that directs a person to be able to adapt to work effectively in accordance with company standards, and provides a strong identity collectively to organizational members. The results of this study indicate that organizational culture forms values, mindsets and collective habits so that it directs a person to work according to company standards which is a form of one of the disciplinary attitudes and behaviors. According to Sutirno (2010: 6) Organizational culture that is truly managed as a management tool will influence and become a driver for employees to behave positively, dedicatively and productively. Cultural values are invisible, but are a force that drives behavior to produce performance effectiveness. Robert Kreitner and Angelo Kunicki in Sopiah (2008: 183) suggest that there is an influence of organizational culture on performance. Where if the company has a good organizational culture, it has an impact on improving performance. Based on the phenomena that occur in Disdukcapil Labuhanbatu Regency, researchers are interested in conducting a research.

MATERIALS & METHODS

The research was conducted at the Population and Civil Registration Office of Labuhanbatu Regency which is located at Jalan Meranti Number 1 Rantauprapat, Padang Matinggi Village, North Rantau District, Labuhanbatu Regency. This research is included in associative research

with a quantitative approach. This study examines the relationship between the Supervision (X1) and Organizational Culture (X2) variables on the Performance (Y) variable with Work Discipline (Z) as an intervening variable.

STATISTICAL ANALYSIS

The data analysis technique uses quantitative data processed with the SPSS version 25

program, namely the t test, sobel test and path analysis.

RESULT

The research hypothesis states that Supervision (X1), Organizational Culture (X2), has a positive and significant effect on Work Discipline (Z).

Table 1.1: Results of Sub Model I t test

Model		Unstandardized Coefficients		Standardized Coefficients	Coefficients ^a	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	39,923	19,244		2,075	,046
	Pengawasan	,273	,305	,152	2,894	,008
	Budaya Organisasi	,239	,304	,134	2,784	,008

a. Dependent Variable: Disiplin Kerja

Supervision variable (X1) with a probability level of 0.008. Thus it can be concluded that $P = 0.008 < \alpha = 0.05$, accept the hypothesis that supervision has a significant effect on work discipline variables. Organizational Culture Variable (X2) with a probability level of 0.008. Thus, it can be concluded that $P = 0.008 < \alpha = 0.05$, then accept the hypothesis which states that organizational

culture variables have a significant effect on work discipline variables. Thus the path analysis equation can be arranged as follows:
 $Z = 0,152 X_1 + 0,134 X_2$

The hypothesis states that Supervision (X1) and Work Discipline (Z) have a positive and insignificant effect, but Organizational Culture (X2) has a positive and significant effect on Performance (Y).

Table 2.1: Results of Sub Model II t test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,431	11,497		,994	,328
	Pengawasan	,557	,174	,479	3,209	,003
	Budaya Organisasi	,127	,173	,236	1,042	,007
	Disiplin Kerja	,136	,198	,210	1,395	,003

a. Dependent Variable: Kinerja

Work Discipline Variable (Z), with a probability level of 0.003. Thus it can be concluded that $P = 0.003 < \alpha = 0.05$, then accept the hypothesis that the work discipline variable has a significant effect on performance. Supervision Variable (X1), with a probability level of 0.003. Thus it can be concluded that $P = 0.003 < \alpha = 0.05$, then accept the hypothesis that the supervision variable has a significant effect on performance. Organizational Culture Variable (X2), with a probability level of 0.007. Thus it can be concluded that $P = 0.007 < \alpha = 0.05$, then accept the hypothesis that the organizational culture variable has a significant effect on performance. Thus the

path analysis equation can be arranged as follows:

$$Y = 0,479 X_1 + 0,236 X_2 + 0,210 Z$$

The mediation hypothesis testing can also be done with a procedure developed by Sobel and known as the Sobel test. The Sobel test is conducted by testing the strength of the indirect effect of X to Y through Z, as follows:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2 + a^2 SE_b^2)}}$$

The following are the results of the Sobel test with the variable supervision on performance through work discipline.

$$t = \frac{0.152 \times 0.210}{\sqrt{(0.210^2 \times 0.305^2) + (0.152^2 \times 0.198^2)}}$$

$$t = \frac{0.152 \times 0.210}{\sqrt{0.0041024025 + 0.00090576921}}$$

$$t = \frac{0.03192}{0.00500817171}$$

$$t = 6.373$$

From the results of the Sobel test calculation above, the t value is 6.373, so that the calculated t value is $6.373 > t$ table 3.209, it can be concluded that the work discipline variable is able to mediate the relationship between the influence of supervision on performance.

The following are the results of the Sobel test with organizational culture variables on performance through work discipline.

$$t = \frac{0.134 \times 0.210}{\sqrt{(0.210^2 \times 0.304^2) + (0.134^2 \times 0.198^2)}}$$

$$t = \frac{0.134 \times 0.210}{\sqrt{0.0040755456 + 0.00070394702}}$$

$$t = \frac{0.02814}{0.00477949262}$$

$$t = 5.887$$

From the results of the calculation of the sobel test above, the t value is 5.887, so that the calculated t value is $5.887 > t$ table 3.209, it can be concluded that the work discipline variable is able to mediate the relationship between the influence of organizational culture on performance.

Then the total effect given by the Organizational Culture variable (X2) on Performance (Y) is the direct effect plus the indirect effect, namely $0.236 + 0.028 = 0.26$. Based on the results of the above calculations, it can be seen that the direct effect value is 0.236 and the indirect effect is 0.028, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the Organizational Culture variable (X2) through Work Discipline (Z) has no significant effect on Performance (Y).

Table 3.1 Total Effect Values

No.	Pengaruh	Pengaruh Langsung	Pengaruh Tidak Langsung	Pengaruh Total
1	X1 → Y	0.479	$0.152 \times 0.236 = 0.035$	0.51
2	X2 → Y	0.236	$0.134 \times 0.210 = 0.028$	0.26

DISCUSSION

The supervision variable has a positive and significant effect on work discipline at the Labuhanbatu Regency Disdukcapil. The supervision variable has a regression coefficient value of 0.152 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the supervision variable will increase the work discipline value of the Labuhanbatu Regency Disdukcapil employees by 0.152 per one unit score.

Organizational culture variables have a positive and significant effect on work discipline at the Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.134 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of employee discipline at the Labuhanbatu

Regency Disdukcapil by 0.134 per one unit score. Organizational culture variables have a positive and significant effect on performance at the Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.236 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the performance value of the Labuhanbatu Regency Disdukcapil by 0.236 per one unit score. The work discipline variable has a positive and significant effect on employee performance at the Labuhanbatu Regency Disdukcapil. The work discipline variable has a regression coefficient value of 0.210 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work discipline variable will increase the value of employee performance

at the Labuhanbatu Regency Disdukcapil by 0.210 per one unit score.

Based on the results of the sobel test calculation, it is known that the t value is 6.373, so that the calculated t value is $6.373 > t$ table 3.209, it can be concluded that the work discipline variable is able to mediate the relationship between the influence of supervision on performance. And based on path analysis, it is known that the effect of supervision (X1) on performance (Y) of Labuhanbatu Regency Disdukcapil employees is 51%, which consists of a direct effect of 47.9% and an indirect effect of supervision (X1) on performance (Y) through work discipline (Z) of 3.5%. The results of this calculation show that the direct effect of supervision (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that supervision is effective in improving performance, in other words, it can be emphasized that supervision (X1) has an influence if there is an increase in employee performance in carrying out tasks. Based on the results of testing the sixth hypothesis, it is known that supervision through work discipline has an influence on the performance of Labuhanbatu Regency Disdukcapil employees. The results showed that work discipline has no role in mediating the effect of supervision on performance. Based on the results of the sobel test calculation, it is known that the t value is 5.887, so that the calculated t value is $5.887 > t$ table 3.209, it can be concluded that the work discipline variable is able to mediate the relationship between the influence of organizational culture on performance. And based on path analysis, it is known that the effect of organizational culture (X2) on performance (Y) of Labuhanbatu Regency Disdukcapil employees is 26%, consisting of a direct effect of 23.6% and an indirect effect of organizational culture (X2) on performance (Y) through work discipline (Z) of 2.8%. The results of this calculation show that the direct effect of organizational culture (X2) on performance (Y) is greater than the indirect effect. Thus it can be said that the effect of organizational culture (X2) will be

smaller to improve performance (Y) if done through work discipline (Z).

Based on the results of testing the seventh hypothesis, it is known that organizational culture through work discipline has an influence on the performance of Labuhanbatu Regency Disdukcapil employees. The results showed that work discipline has no role in mediating the influence of organizational culture on performance.

CONCLUSION

Supervision has a positive and significant effect on work discipline at Disdukcapil Labuhanbatu Regency. This means that this condition proves that supervision can improve employee work discipline. Organizational culture has a positive and significant effect on work discipline at Disdukcapil Labuhanbatu Regency. This means that this condition proves that organizational culture can improve employee work discipline. Supervision has a positive and significant effect on performance at Disdukcapil Labuhanbatu Regency. This means that this condition proves that supervision can improve performance. Organizational culture has a positive and significant effect on performance at Disdukcapil Labuhanbatu Regency. This means that this condition proves that organizational culture can improve employee performance. Work discipline has a positive and significant effect on performance at Disdukcapil Labuhanbatu Regency. This means that this condition proves that the better employee discipline can improve performance. The effect of supervision on the performance of employees of the Labuhanbatu Regency Disdukcapil will be smaller if done through work discipline. The direct effect of supervision on employee performance is greater than the indirect effect of supervision on performance. It can be concluded that work discipline is not able to mediate the effect of supervision on performance. The effect of organizational culture on the performance of Labuhanbatu Regency Disdukcapil employees will be

smaller if done through work discipline. The direct effect of organizational culture on performance is greater than the indirect effect of organizational culture on performance. It can be concluded that work discipline is able to mediate the effect of organizational culture on performance.

Declaration by Authors

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