

Research Paper

The Influence of Job Description and Leadership on the Employees' Work Effectiveness at the Sanitation and Landscaping Agency of Medan with Supervision as Moderating Variable

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ABSTRACT

Employees' work effectiveness is the beginning of organizational success since individual effectiveness will yield group effectiveness which will eventually yield organizational effectiveness. Employees' work effectiveness will be achieved when an organization appreciate its employees' work. The objective of the research was to find out and to analyze the direct influence of job description and leadership on employees' work effectiveness moderated by supervision. The primary and secondary data were gathered by conducting interviews, observation, and documentary study and analyzed by using path analysis with SPSS version 16 software. The samples were 138 employees. The result of the research showed that job description had positive and significant influence on employees' work effectiveness at the Sanitation and landscaping Agency of Medan. Leadership had positive and significant influence on employees' work effectiveness at the Sanitation and Landscaping Agency of Medan. Supervision could not moderate the influence of job description on employees' work effectiveness at the Sanitation and Landscaping Agency of Medan while supervision strengthened the influence of leadership on employees' work effectiveness at the Sanitation and landscaping Agency of Medan.

Keywords: Job Description, Leadership, Supervision, Work Effectiveness

INTRODUCTION

Organizational development and structural changes in the organization cause the need for new jobs is increasing. Before the organization selects employees who will occupy new positions, then the human resources manager needs to know and identify what jobs will be done and how the work is carried out and what kind of personal is appropriate to occupy the job.

Effectiveness describes the entire cycle of inputs, processes and outputs that refer to the results of the use of an organization, program or activity that states how far the goals (quality, quantity, and

time) have been achieved, as well as the measure of the success of an organization to achieve its goals and achieve its targets. This means, that the notion of effectiveness that is concerned is solely the desired outcome or goal.

The concept of effectiveness is a concept that is multi-dimensional, meaning that in defining effectiveness varies according to the basic knowledge that is owned even though the ultimate goal of effectiveness is the achievement of a goal and target. The word effective is often mixed with the word efficient even though the meaning is not the same, but something

that is done efficiently is not necessarily effective.

Employee work effectiveness is the beginning of organizational success, because individual effectiveness will result in group level effectiveness, the effectiveness of this group moves in an organization that has a common goal and purpose or can be said to be the level of organizational effectiveness. The effectiveness of organizational work cannot

be far from the role of the people in the organization. How organizations manage existing resources and set goals and objectives to achieve the desired success. Work effectiveness is the extent to which an organization is able to achieve goals and objectives through a predetermined target. The level of effectiveness of the Medan City Sanitation and Landscaping Department employees is as follows.

Table 1: Work Target and Realization of Medan City Sanitation and Landscaping Service Retribution in 2018

Month	Target (thousands)	Realization (thousands)	Achievement (%)
January	2.300.000	1.679.000	73.00
February	2.300.000	1.850.000	80.43
March	2.300.000	1.946.000	84.61
April	2.300.000	1.973.000	85.78
May	2.300.000	1.901.000	82.65
June	2.300.000	1.734.000	75.39
July	2.300.000	1.834.000	79.74
August	2.300.000	1.775.000	77.17
September	2.300.000	1.698.000	73.83
October	2.300.000	1.674.000	72.78
November	2.300.000	1.702.000	74.00
December	2.300.000	1.826.000	79.39
Rata-rata			73.57

Based on Table 1 it can be seen that the realization of retribution achieved by Medan City Sanitation and Parks Department employees was only 73.57%. Where it has not yet reached the target set of Rp. 2,300,000,000 every month. This is because the level of employee effectiveness is not optimal. Even though the garbage is transported, but often the officer has problems in quoting the monthly levy due to delays from the community, besides that it is not uncommon for the public to be encountered as if they are reluctant to pay rubbish money, so the officer feels tired and immediately reports to the agency that the public does not want to pay. Productive Human Resources can be achieved if employees have broad abilities, discipline, work wholeheartedly and understand what their work is and know what they have to do, how to carry out the work according to their position and be responsible for the work. Based on this, an employee must understand the job descriptions in their respective fields in having the expected contribution from their position. This job description is the output produced by job

analysis or job analysis that is a process of research and information gathering to make a description related to the operations and responsibilities of a particular position.

Often the understanding of the job description (job description) and the expected contribution of the position is not paid attention to by any organization, both government and private agencies so that we can see jobs that are not organized, routine jobs are neglected and employees are less responsible for work because they do not understand what the function of the description of the main tasks that must be done and the responsibilities that must be borne by the employee where he was placed. In addition, employee fatigue arises in the work because work will feel complicated due to employees not understanding the description of their position. If the company pays attention to the importance of understanding job descriptions and each employee learns and masters job descriptions (Job Description) in their respective fields then it will be able to increase employee effectiveness and work productivity will be achieved.

Understanding of a good job description will greatly affect the company's performance. Then it is necessary to hold a good job description governance as well as in completing a position. These positions are divided into simple execution and determine the time in the hope of accelerating the completion of the position through simplification of work and

providing wage encouragement. The information obtained from the job analysis can be used to determine what characteristics a person who will hold a certain position must have. The results of the survey conducted to see the conditions of the implementation of job descriptions at Medan City Sanitation and Parks Service are as follows:

Table 2 Pre-Survey Results Regarding Job Description in Medan City Sanitation and Landscaping Service

No	Statement	Number of Employees	Answer (%)			
			Yes	%	No	%
1	Fill in written job descriptions in sequence from beginning to end on the task that I am doing	20	6	30,0	14	70,0
2	My job description contains tasks, obligations and responsibilities that I can easily understand	20	6	30,0	14	60,0
3	Fill out my job description in accordance with the conditions of work and position that I carry	20	7	35,0	13	60,0
4	The words contained in my job description are written concisely	20	15	75,0	5	25,0
5	My job descriptions are carefully arranged according to my work that I really have to do	20	14	70,0	6	30,0
Average		20	9,6	48,0	10,4	52,0

Based on Table 2 pre-survey results regarding job descriptions an average of 52% of respondents answered disagree with the statement submitted. This means that employees feel the job descriptions given to them still do not reflect the work they do. This is shown from the results of survey statements about the contents of job descriptions that are arranged systematically, more respondents answered disagree, where job descriptions they received were not systematic from beginning to end based on the work they did. They do the work according to the command of the foreman responsible for their work, no longer in the order stated in the job description.

While the phenomenon of other problems regarding the content of employee job descriptions where the contents of the job description are not easily understood by employees. This is due to the fact that most field operations employees have a low level of education. The statement regarding the employee's working conditions states that there is a discrepancy between the job description and the working conditions caused by the employee's actual job description not being applied.

The activities carried out in Human Resource Management are very dependent

on information obtained from job analysis. Therefore, information from job analysis is used for withdrawal and selection, compensation, performance appraisal, and for training. So important is the analysis of this position that requires the organization to keep doing the description of the position in the organization so that the work process in the organization can run smoothly.

Each member of the organization, employee or employee has their respective duties in the organization and is obliged to carry it out so that organizational goals can be achieved. For the achievement of organizational goals effectively and efficiently, these tasks must be designed properly and can also be clearly spelled out.

The implementation of these tasks or work is based on the main tasks and functions (TUPOKSI) of the organization. In government organizations, in this case the authors limit the scope to be regional government organizations, the Main Tasks and Functions of Regional Employees in general are regulated in Article 151 paragraph (1) & (2) of Law No.32 of 2004 concerning Regional Government, Regional Development Planning, where the Regional Work Unit (SKPD) prepares a strategic plan (Renstra-SKPD) which contains the vision, mission, goals, strategies, policies, programs

and development activities in accordance with their duties and functions, which are guided by the Regional Medium-Term Development Plan (RPJM) . Specifically, it is regulated in Law No.43 of 1999 concerning staffing management which is the overall effort of the government in increasing the efficiency, effectiveness and professionalism of the implementation of duties, functions and obligations of staffing.

The main tasks and functions of the organization are very closely related to the effectiveness of the organization's work. According to Robbins (1995), effectiveness is defined to what extent an organization can realize its goals. Based on this explanation, the organization consists of individuals and groups, therefore the effectiveness of the organization also includes the effectiveness of individuals and groups. With the synergy between individual and group effectiveness, the organization will get a higher level of effectiveness. Thus, it can be said that the main tasks and functions in the organization can affect the effectiveness of individuals and groups.

Individual effectiveness is realized based on the extent to which the individual or employee is able to carry out his duties correctly and consistently. Therefore, in order to create the main tasks and functions for the right employees for the achievement of organizational goals, it is necessary to utilize the concept of design or design work that is good and right.

The main tasks and functions of the employee that have been properly designed are clearly contained in a job description. Job Description (Job Description) in an organization both private and government is a collection of information about the work or an outline of what the obligations,

responsibilities and authority held and must be carried out by employees. In addition, the job description also explains the procedures for carrying out these tasks in order to achieve organizational goals effectively and efficiently.

Leadership is an important thing in every organization. In general, the success of an organization or company in achieving its goals is much influenced by the policies taken by the leader. Every leader must be able to plan, organize, direct and supervise so that goals are achieved.

A leader cannot work alone, but requires another group of people or subordinates who are driven in such a way that the subordinates give their dedication and contribution by working effectively and efficiently, economically and productively.

Leadership is very instrumental in improving employee performance and creativity as well as work performance if supported by leaders who can provide good role models. In addition, the leadership can also run the organization and ensure good communication relations to subordinates so that subordinates do not feel understated by existing positions and can work together while remaining accountable to superiors.

In implementing an organizational development program, performance between leaders and subordinates is important in achieving company goals. The role of leadership of a leader to instill awareness in his subordinates of an organization's success is very dependent on the success between groups to work together based on the principle of interdependence with one another. To be able to achieve these goals, leaders need to increase high work productivity for their employees. The results of the pre survey of the leadership variables are as follows:

Table 3 Pre-Survey Results Regarding Leadership at Medan City Sanitation and Landscaping Service

No	Statement	Number of Employees	Answer (%)			
			Yes	%	No	%
1	My leader is very open to receive input from his subordinates	20	13	65	7	35
2	My leader really cares when I see problems at work	20	8	40	12	60
3	My leader is very aware of what his employees need	20	7	35	13	65
4	My leader is very capable of taking initiative quickly when action is needed quickly	20	10	50	10	50
Average			9,5	47,5	10,5	52,5

Based on Table 3 pre-survey results about leadership there are still many respondents feel that leadership in the institution is not good enough. This can be seen when asked about the problem of leader concern, more respondents answered the leader was less concerned when employees have problems at work. One form of lack of concern for leaders to subordinates such as, when employees look depressed, weak or not eager to work, the leader does not ask whether there are obstacles experienced by employees both internal and external obstacles make it difficult to work. Leaders do not pay attention to what happens to their subordinates, even though one form of caring can make employees feel valued and cared for by their superiors.

While other phenomena regarding leadership felt by employees are that leaders do not know what their employees' needs are. Humanely an employee also wants to be understood what are his needs, not only material needs but non-material needs also

need to be considered by a leader of his employees.

Job descriptions and leadership are closely related in supporting employee work effectiveness. This of course must be balanced with supervision of the work done. The role of the leader as the pinnacle of authority in the organization has an important role in overseeing the work of its employees.

Work effectiveness must be accompanied by supervision of leadership and description of answers. The purpose of supervision in this case is that the leader is not arbitrary in his position, while for the description of the supervisory position is carried out to make the description of the position run according to what is written. Often honorary employees are negligent in carrying out their duties due to unclear job descriptions that they have to do and the lack of clarity in the sacrifice of their duties. The results of the pre survey surveillance variables are as follows.

Table 4 Pre-Survey Results Regarding Supervision at the Medan City Sanitation and Landscaping Service

No	Statement	Number of Employees	Answer (%)			
			Yes	%	No	%
1	Agencies always have a target that is used as the basis for conducting surveillance	20	17	85	3	15
2	The existence of a monitoring team that monitors my work makes me always work in earnest	20	13	65	7	35
3	Supervision is very useful to assess the results of my work	20	7	35	13	65
Average			12	60	8	40

Based on Table 4, there is a phenomenon regarding supervision in the Medan City Sanitation and Landscaping Agency, where regarding survey statements, employees feel that the supervision conducted on them is not useful to assess the results of their work. This is because the supervision conducted is less effective in its implementation, where the supervisory team conducts supervision only when the work of the agency will be assessed. Whereas good supervision is carried out when the supervision is carried out continuously from all sides and the acquisition of errors at the time of supervision must be evaluated for planning the job description and leadership needed to be able to improve work effectiveness.

Hypothesis

Based on the background of the study and the justification of the relationship between variables, the research hypothesis is as follows:

1. Job description has positive and significant effect on the work effectiveness of Medan City Sanitation and Landscaping Department employees.
2. Leadership has a positive and significant effect on the work effectiveness of Medan City Sanitation and Landscaping Department employees.
3. Supervision strengthens the influence of Job Description on the work

effectiveness of Medan City Sanitation and Parks Department employees.

- Supervision strengthens the influence of leadership on the work effectiveness of Medan City Sanitation and Landscaping Department employees.

MATERIAL AND METHODS

This research was conducted to test the hypothesis proposed by using research methods that have been designed in accordance with the variables to be studied in order to obtain accurate results. This type of research is quantitative descriptive. Quantitative descriptive research is a type of research that aims to describe systematically, factually and accurately about the facts and nature of a particular object or population (Sinulingga, 2016). The nature of this research is research that explains the descriptive effect between variables through hypothesis testing. This is in accordance with the purpose of the study, namely to explain the causal relationships that occur between exogenous variables with endogenous variables by testing hypotheses.

Population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn (Sugiyono, 2014). The population in this study employees at the Medan City Sanitation and Landscaping Service, amounting to 210

people. Of the total population that has been mentioned with a degree of inaccuracy of 5%, then by using the formula, it is determined the number of samples in this study are 138 people.

Types and sources of data used in this study are primary data that is data collected from original sources for specific purposes (Kuncoro, 2009). In this study, primary data were obtained from sources as follows: Questionnaire distributed to respondents, in-depth interviews with informants related to the research title, namely the Head of Service, Head of Section, Head of Section and other supporting sections. Secondary data is primary data that has been further processed (Umar, 2008). In this study, secondary data used were obtained from official documents such as organizational structure, employee absences, description of the Department of Sanitation and Landscape services, published in Medan through documentation studies.

RESULTS AND DISCUSSION

Results of Inferential Statistical Data Analysis

Multiple Linear Regression Test Results

Based on the results of data processing, the results of multiple linear regression test on the job description and leadership variables on work effectiveness in this study are as follows:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-4.108	2.625		-1.565	.120
	Job description	.340	.073	.303	4.665	.000
	Leadership	.751	.088	.557	8.563	.000

a. Dependent Variable: Work_Effectiveness

Based on Table 5 above, it can be seen the regression analysis model as follows:

$$Y = -4,108 + 0,340 X_1 + 0,751 X_2$$

The following is an explanation of the regression model above:

$$a = -4,108$$

Constant a value of -4,108 explains that if it is assumed that the job description and leadership variables are 0, the work

effectiveness variable that is formed is -4,108.

$$b_1 = 0.340$$

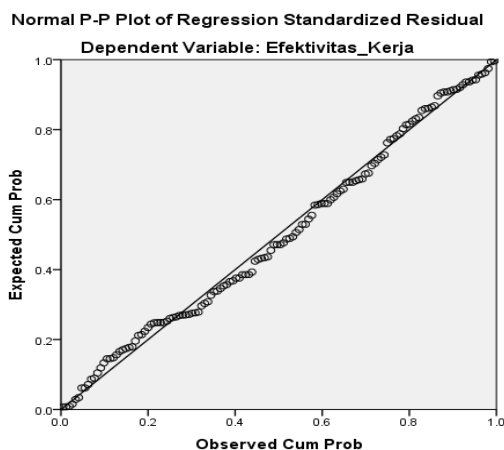
The constant value of 0.340 explains that if the job description variable increases by one unit, the work effectiveness variable will increase by 0.340

$$b_2 = 0.751$$

The constant value of 0.751 explains that if the leadership variable increases by one unit, the effectiveness of work will increase by 0.751

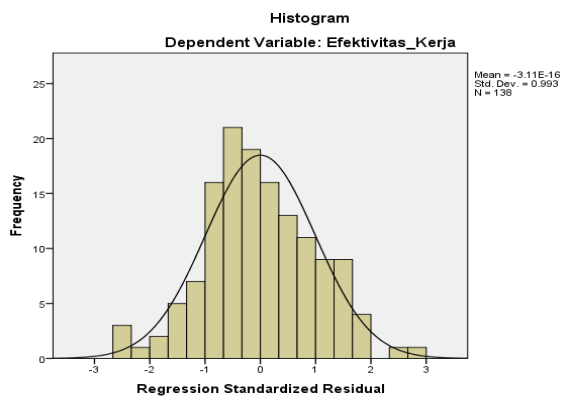
Classic assumption test
Normality Test Results

The results of the normality test using the normality plot (p-p plot) approach are shown in Figure 1:



Source: Research Results, 2018 (Data Processed)
 Figure 1 Normal P-P plot graph

Based on Figure 1 it can be seen that the data is distributed evenly along the diagonal line. This proves that the data used in this study fulfills the normality assumption.



Source: Research Results, 2019 (data processed)
 Figure 2 Histogram Graph

Figure2 explains that the lines and histograms cross from left to right forming a perfect curve. This figure shows that the data that has been processed is normally distributed.

Table 6 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		138
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	3.41548214
Most Extreme Differences	Absolute	.050
	Positive	.050
	Negative	-.042
Kolmogorov-Smirnov Z		.586
Asymp. Sig. (2-tailed)		.883
a. Test distribution is Normal.		
b. Calculated from data.		

Based on Table 6, the Asymp value is obtained. Sig. (2-tailed) of 0.883. Asymp Value Sig. (2-Tailed) 0.883 > 0.05 indicates the data is normally distributed and meets the normality test requirements.

Multicollinearity Test Results

The multicollinearity test was carried out using SPSS 16 for Windows, can be seen in the following Table 7:

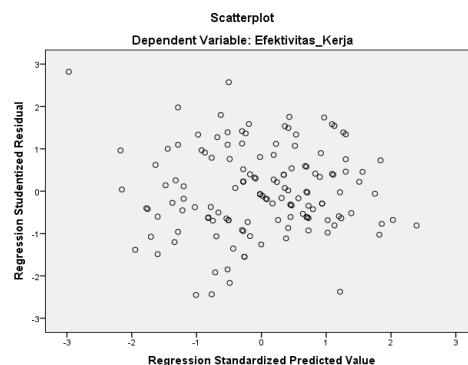
Table 7 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Description	.755	1.325
	Leadership	.755	1.325

Based on Table 4.14 the data analysis results show that the tolerance value of each variable is greater than 0.1 and the Variance Inflation Factor (VIF) on each variable is smaller than 10. Then it can be concluded that further analysis can use multiple regression models.

Heteroscedasticity Test Results

The results of heteroscedasticity testing can be seen in the following Graph 3.



Source: Research Results, 2019 (data processed)
 Figure 3 Heteroscedasticity Test Results

Based on Figure 3 it can be seen that the scattered points do not form certain patterns and are spread well above the number 0 on the studentized residual (Y) regression axis. These results interpret that this regression model data is free from the problem of heteroscedasticity so that the regression model is feasible to predict work effectiveness variables based on independent variables.

Hypothesis Test Results

T test

Based on Table 5 can be explained as follows:

The t-value of the job description is 4.665 and the significant value for the job description is $0.000 < \alpha 0.05$, so that the job description variable has a positive and significant effect on work effectiveness, thus the hypothesis is accepted.

The t-value of leadership is 8.563 and the significant value for selection is $0.000 < \alpha 0.05$, so that the leadership variable has a positive and significant effect on work effectiveness, thus the hypothesis is accepted.

F test

Based on the results of data processing, the concurrent test values (Test F) are obtained as follows:

Table 8 F Test Results (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2112.150	2	1056.075	89.208	.000 ^b
	Residual	1598.176	135	11.838		
	Total	3710.326	137			

Source: Research Results, 2019 (Data Processed)

Based on Table 8 obtained that the calculated F value of 89.208 with a significant level of 0,000 is smaller than alpha 0.05 (5%). Thus simultaneously the variable job description and leadership have a positive and significant effect on work effectiveness.

Determination Test

From the results of SPSS processing obtained from respondents' answers, the following results of the coefficient of determination test are presented as follows:

Table 9 Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.569	.563	3.441
a. Predictors: (Constant), Leadership, Job description				
b. Dependent Variable: Work_Effectiveness				

Source: Research Results, 2019 (Data Processed)

Based on Table 9 on the magnitude of the multiple correlation coefficient (R), the coefficient of determination (R Square), and the adjusted coefficient of determination (Adjusted R Square). The value of the multiple correlation coefficient (Adjusted R Square) of 0.563. This shows that 56.3% of work effectiveness can be explained by job descriptions and leadership. The rest can be explained by other variables.

Residual Test

Moderation of Supervision on Job Description of Work Effectiveness

The results of testing hypotheses that state supervision strengthens the effect of job descriptions on work effectiveness are explained as follows:

Table 10 Residual Test Results 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.952	.901		4.388	.000
	Work_Effectiveness	-.052	.029	-.151	-1.787	.076

a. Dependent Variable: Abs_Res_ Job Description

Based on Table 10 obtained that the t-value -1,787 with a significant level of $0.076 > \alpha 0.05$. Thus the residual test shows that supervision does not moderate the effect of job descriptions on work effectiveness. Thus, the hypothesis which states that supervision

strengthens the influence of job descriptions on the work effectiveness of Medan City Sanitation and Parks Department employees is rejected.

Moderation of Oversight in Leadership on Work Effectiveness

The results of testing the hypothesis which states that supervision strengthens the influence of leadership on work effectiveness is explained as follows:

Table 11 Residual Test Results 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.201	.879		4.781	.000
	Work_Effectiveness	-.068	.029	-.199	-2.373	.019

a. Dependent Variable: Abs_Res_Leadership

Based on Table 11 obtained that the t-value is -2.373 with a significant level of 0.019 <alpha 0.05. Thus the residual test shows that supervision moderates the influence of leadership on work effectiveness. Thus, the hypothesis that supervision strengthens the influence of leadership on the work effectiveness of Medan City Sanitation and Parks Department employees is accepted.

DISCUSSION

Job Description Has a Positive and Significant Effect on Work Effectiveness

T test results indicate that job descriptions have a significant positive effect on work effectiveness. The better the job description is arranged, the more effective the work is done by the employee. This can be seen from the systematic job descriptions that are written in sequence from the beginning to the end of the tasks that must be done by the position holder. With the systematic compilation of job descriptions, the position holder does not have to find out which jobs are his duties and responsibilities, so that the time spent for employees completing their work becomes more efficient and makes them more effective at work.

A good job description is a systematic job description, has a clear, precise, concise and accurate delivery. If the job description made is able to meet the five elements, then the job description will be an employee's guide in carrying out his work so that the work done will be more directed and clear. A job that has a clear direction

will make employees feel satisfied with what they are doing so that the enthusiasm arises in the employee that makes the employee more motivated to work so that work effectiveness increases.

Factors of job descriptions that support work effectiveness are influenced by working conditions on the part of work timeliness. Where there are two parts that make up the intention of the Medan City Sanitation and Landscaping Agency, namely the cleanliness and landscaping section. In terms of cleanliness in terms of quantity, effectiveness is measured based on the amount of retribution achieved and the amount of area that can be cleaned. Meanwhile, in terms of quality, the level of effectiveness of the cleanliness section is seen from the waste around the cleaned protocol roads, the waste left over from felling trees, household waste, the piles of garbage in TPS (Temporary Waste Disposal Sites). While the effectiveness of gardening is measured based on the level of arrangement of ornamental plants in the park, the function of facilities and facilities in the park, the reduction of tree branches as a disaster prevention, and street lighting. Good working conditions from the cleanliness and gardening area are very much determined by environmental and weather factors. Conformity between the actual work conditions with those contained in the job description makes employees more aware of the steps that can be taken if conditions occur that can hamper the work.

Thus the effectiveness of employee work can be achieved as desired.

Clarity of detailed job descriptions such as in the parks section includes park cleanliness standards and boundaries of park areas that must be cleaned and tidied, standards for pruning trees on the highway, and checking the function of facilities and infrastructure in parks throughout the Medan region. All of these activities must be carried out according to the standards for the parks section. Employees must write a report on the work that has been completed. For the cleanliness section, it is not much different from the landscaping where the job descriptions clearly specify the cleanliness standards that must be carried out, the equipment provided and the working area. Implementation of the job description of the cleanliness section is measured by the implementation of all activities that become the cleanliness section standard.

Based on the age of the dominant respondent respondents aged 38 to 45. At this age a person is said to be of mature age, one's understanding of doing the work he does will also differ. Implementation of the job description given to him is considered as well as possible in order to continue the work. Not only that the dominant respondent is male, in the job description some work can only be done by men as in the cleanliness section of the garbage transport section can only be done by men. The process of transporting rubbish from the trash can be done in the most efficient time possible and requires strong energy because it transports waste materials consisting of different types of different weights that are on average more than 15 kg and must be transported onto more solid garbage trucks from 2 meters. This work is certainly very hard for women to do, female janitors sweep the streets. Whereas in the landscaping section the job description in the tree branch reduction section can only be done by men because this section is carried out with consideration of its implementation officers must use a tree cutting machine that reaches weights of more than 5 kg and ride a ladder

with a height of more than 3 meters to cut tree branches with high risk. In this section women farm workers sweep the park, plant flowers in city parks and sweep the remnants of tree felling. Not only was that, the largest number of respondents honorary employees. There are many honorary employees at the Medan City Sanitation and Landscaping Service, where a part of the honorarium is needed in carrying out agency operational activities such as field operations such as garbage transporters, road sweepers, branch cutters and some office parts that are not too dominant. Whereas in the employee section of the agency, the majority of respondents obtained were from the waste operation, the waste operational section and then the facilities and infrastructure section as the agency's operational executor who also spearheaded the agency's performance. Implementation of operational activities as stated in the job description will increase the effectiveness of the agency's work.

Mondy (2016) Job description is a document that states the duties, obligations and responsibilities of a job that is relevant and accurate. Job descriptions must provide concise statements about what employees are expected to do on the job, how they do it and the conditions under which the tasks are carried out. In the job description explained how a job was carried out according to procedures that have been tested with various evaluations by considering various things that affect the job. The Medan City Sanitation and Gardening Agency has a wide working area, in carrying out its operational activities the job descriptions listed must be in accordance with the equipment used, the terrain traversed and the number and specifications of employees who carry out the work. This will determine the length of time needed to complete the work and the quality of work performed. The more precise the job description given to employees, the more effective the results of work performed.

A clear job description will facilitate the culprit, which in this study is an

employee of the Medan City Sanitation and Landscaping Office in carrying out their duties and responsibilities. This is because in the job description, it is explained how the delegated tasks are carried out, the time they are carried out, the length of time the tasks are carried out and the area / scope of their implementation and the tools / infrastructure used in carrying out the tasks. The implementation of tasks according to the details in the job description is made in order to increase the effectiveness of the work.

Details of job descriptions are made in accordance with the composition of positions in the Medan City Sanitation and Landscaping Service which is considered based on the education, age, ability and employee position specifications owned by the Medan City Sanitation and Landscaping Service. The lowest position in the cleanliness section of the Medan City Sanitation and Landscaping Service is the Melati section, which is the person in charge of sweeping the roads, the next part of Bestari is as a carrier of household waste, shops and other waste. Whereas the highest position for the cleaning division is the Head of the Sanitation Division who has the authority to arrange work descriptions on the cleaning department. In the park office, the lowest position is a park sweeper whose job is to sweep the park area in the city of Medan. While the highest position in the Parks section is the Head of the Field of Authority who has the authority to compile a job description in the Parks section.

Job descriptions will increase the effectiveness of employee work if made correctly. The results of this study support research conducted by Nandika (2015); Razek (2011); Ferdosi (2013) and Winarto (2015) which states that job descriptions have a significant effect on work effectiveness. While the Oelers study (2013) states that the description does not have a significant effect on work effectiveness.

Leadership Has a Positive and Significant Effect on Work Effectiveness

T test results indicate that leadership has a significant positive effect on work effectiveness. A good leader will lead to maximum work results. The leadership character in the Medan City Sanitation and Gardening Agency is protective of its employees such as when the employee is not at work when there is an inspection from the supervisory team, the leader is able to provide logical reasons and does not burden his employees, in this case the leader is willing to take responsibility for mistakes carried out by his subordinates. So that in the implementation of daily work employees feel comfortable, feel protected by their leaders and there is no pressure on the process of completing their work. Thus, subordinates will do the work seriously in return for the attitude of the leadership in protecting it from inspection. This is supported by the answers of respondents who, on average, answered in agreement with the statement of the leader being able to take the initiative quickly when a problem occurs.

Besides protecting character, the leader of the Medan City Sanitation and Landscaping Service is also a leader who has a humble character that makes employees feel themselves valued, because they are considered not only as subordinates but as coworkers. From a leadership system like this, it creates a warm working relationship between leaders and subordinates. So that employees are encouraged to provide the best performance to the organization. This is in accordance with the statement of respondents' answers that agreed to the attention given by the leader made me feel valued.

Another thing that causes the influence of leadership on work effectiveness, the leader is quite loose in applying the rules. In this case it does not mean the leader does not carry out the applicable regulations, but in certain cases the leader is quite tolerant to his subordinates such as when employees are unable to come to work for reasons that are acceptable and with clear information, then

the leader is willing to provide relief to employees for permission. This is indicated will lead to employee loyalty, because not only material but non-material needs of employees are also met. This is consistent with the statement of employees who agree about the leader knowing what the employee's needs are.

Respondent characteristics of the respondent's employment status at the Medan City Sanitation and Parks Department dominant respondent is honorary, which is related to the characteristics of the respondent based on the dominant respondent's occupation most respondents come from waste operations and then the facilities and infrastructure that act must be based on the decision of the leader. Decisions taken by employees must be borne by the leader because it involves the performance of the section in the end. Whereas based on the dominant level of education the respondent's education has the final high school education level, where the operational part of the employee does not need to work using enough thought with high energy and effectiveness will be achieved if the person who leads has the specifications as a leader.

Siagian (2012) states that leadership is a person's ability to influence others, in this case his subordinates, in such a way that others want to do the will of the leader even though personally. Leadership is really needed in an organization, this is because human behavior in any condition tends to prioritize their own desires and needs. In these conditions employees need to be directed by people who are considered capable of guiding and directing individual behaviors into collective environmental behavior. The position of people who are able to direct the behavior can be a leader who is in an organizational environment that has been formed for a particular purpose and is limited by time, as well as leaders in general are formed and recognized by the community within the community without being limited by the time the leadership takes effect.

Leadership is able to improve work effectiveness, because in carrying out the tasks in the Medan City Sanitation and Landscaping Office, it must be carried out with the command of the supervisor in charge of that section. The leadership needed is leadership that is able to act according to the spontaneous situation that occurs in the field. A wide work area and diverse types of work make the role of direct leaders in the field very needed, where leaders who understand the conditions and have experience in the field will facilitate employees to do their jobs. Not achieving the retribution is one of the homeworks from the Medan Sanitation and Landscaping Office, where the collection of retribution never touches the expected target each month. Based on the average respondent's answer answering agree with the statement made, it means that the existing leadership is considered to be good enough but the results produced actually show the opposite. There are problems in leadership, regarding the assertiveness of leaders and initiatives in decision making must be done wisely.

The results of this study support research conducted by Nandika (2015); Fuadi (2014); Madanchian, et, al (2016); Yoin, et, al (2007); Ferdosi (2013); Winarto (25) and Zebua (2018) which states that leadership has a significant effect on work effectiveness. While Rusmaini's research (2018) states that leadership has no significant effect on work effectiveness.

The Effect of Oversight of the Oversized Occupational Oversight of Work Effectiveness

Residual test results indicate that supervision does not moderate the effect of job descriptions on work effectiveness. This is because good supervision of the preparation of job descriptions will not increase employee effectiveness. Where supervision is carried out on the determination of work standards, control of behavior and taking action. In the determination of standards carried out by

agencies based on the ability of employees to work in normal circumstances. Determination of supervision standards is not appropriate, because it is done only based on references from existing supervision, not based on employees' work capabilities. This is evident from the results of the work from the job description applied does not show maximum results even though it has been supervised in accordance with the supervision standards. Lack of evaluation of the ability of employees is one reason also supervision does not play a role in moderating job descriptions of work effectiveness.

Another thing that causes job descriptions cannot moderate the effect of job descriptions on effectiveness because of the form of the job description itself, the job description is only a piece of paper as an initial guide for employees in work, so that supervision is applied only in the initial supervision before the work is carried out, whereas supervision is both applied not only at the beginning, but throughout the implementation of work within an organization.

The work context contained in the Sanitation and Gardening Service is largely a job that does not require high accuracy, ability or education level. Employees are only required to work in a technical and operational nature, so that the supervision required is to carry out the work itself, not to the job description received, the job description given is already representative of the work done by the employee.

According to Ardana, Mujiati, and Utama (2012: 32), stated that the job description is a written statement that includes duties, authority, responsibilities, and line relationships both up and down. Job descriptions are factual statements concerning the duties and responsibilities of a particular job. In the world of work a job description describes what are the requirements for occupying a position. Job description is derived from job analysis, which in accordance with what is explained in the job analysis needs supervision to

determine what and who is right in carrying out the task. It is intended that job descriptions are made in accordance with the needs of the work that exists in an organization.

The results of this study support research conducted by Dianawati (2017) but Winarto (2015); Oehlers (2013); Singh (2009) and Azman, et. al (2009) states that supervision moderates the effect of job descriptions on work effectiveness.

Supervision Strengthens the Effect of Leadership on Work Effectiveness

The residual test results show that supervision moderates the influence of leadership on work effectiveness. This indicates that with good supervision of leadership will increase employee work effectiveness. Situational leadership plays a very important role in this matter.

The results of respondents' answers with the highest average of 3,826 regarding the statement of the Agency always have a target that is used as the basis for conducting surveillance. Where, leaders as well as supervisors of employee performance must ensure that the work performed is effective in achieving company goals. Leadership accompanied by good supervision will make the work run effectively so that the agency's goals will be achieved. Leaders act based on government regulations both laws, regulations and PPs, where the regulations listed are standard. The work of the City of Medan Sanitation and Landscaping Agency tends to be technical in nature, where work adjustments can occur at any time according to the conditions. Agency leaders to the work team leader in the field have a big role in overseeing the work done, the decision made by the leader must be relied on by employees in any condition.

Toha (2013: 262) states "Leadership is an activity to influence the behavior of others or the art of influencing the behavior of others or the art of influencing human behavior, both individuals and groups. Leadership is the basic capital of one's

ability to direct the behavior of others for certain goals. In a government organization, human resources consist of leaders and employees. To realize the attitude of good employees, it takes a way that can be done by the leaders of a government organization that is by conducting proper supervision. The role of a leader is important to achieve the desired organizational goals, including government organizations, especially relating to improving the effectiveness of employee work. Maximum work effectiveness can be seen from the success of the agency to achieve its objectives, where the effectiveness of the institution is a combination of the effectiveness of employees at the agency.

Supervision moderates the influence of leadership on the work effectiveness of Medan City Sanitation and Landscaping Department employees, where leadership will increase if monitored properly and ultimately increase work effectiveness. Leaders as supervisors have an important role in improving employee performance. Such as supervision of the work results of its employees regarding the suitability of waste collection with the amount of waste collection reporting. This will increase effectiveness because of the leader's role as supervisor.

The results of this study support research conducted by Winarto (2015); Oehlers (2013); and Azman, et. al (2009) which states that supervision moderates the effect of job descriptions on work effectiveness. While Liyani's research (2016) states that leadership has no significant effect on work effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the research and discussion in the previous chapter, it was concluded:

1. Job description has positive and significant effect on the work effectiveness of Medan City Sanitation

and Landscaping Department employees.

2. Leadership has a positive and significant effect on the work effectiveness of Medan City Sanitation and Landscaping Department employees.
3. Oversight does not moderate the effect of job descriptions on the work effectiveness of Medan City Sanitation and Parks Department employees.
4. Oversight moderates the effect of leadership on the work effectiveness of Medan City Sanitation and Landscaping Department employees.

Recommendations

Based on the results of the study can be suggested several things as follows:

For Medan City Sanitation and Landscaping Agency to do:

1. Socialization of job descriptions given to each employee.
2. For the non-operational part of the job description can be posted on the table of employees, so that they can always remember what is their job.
3. Implement a punish and reward system for employees.
4. Performance-based evaluation by providing significant incentives to employees who achieve targets.
5. Adding work facilities such as garbage trucks, work equipment such as brooms, baskets, sewers, so as to increase employee effectiveness.
6. Adding security equipment in accordance with standards such as cones, helmets for employees whose job is to cut the branches of trees, in order to prevent things that can inhibit work effectiveness.
7. Doing rotation in leadership, so employees who have poor leaders can be motivated by the presence of new leaders.
8. Race between cleanliness areas and parks to create a solid work team between leaders and subordinates.
9. Applying authoritarian leadership to employees, bearing in mind that the

majority of field employees are not highly educated and must therefore be given explicit guidance by the leadership.

10. Supervision should be carried out on the implementation of job descriptions, and carried out throughout from the beginning to the end of the organization's management.

For further researchers it is recommended that:

1. Adding variables that are different from previous variables such as organizational culture, work discipline, community behavior and other variables.
2. Conducting research with different research methods and involving respondents who work in companies with high effectiveness, such as employees who work in hospitals, foundations, agencies or other private companies.
3. Regarding respondents, it is better to distinguish between administrative and field staff.

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