



The Influence of Work Supervision, Leadership Style, Motivation and Organizational Culture on Employee Achievement at School

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ABSTRACT

The purpose of this study was to determine the factors that influence employee performance at the Permata Mojokerto Integrated Islamic School, which include work supervision factors, leadership style, work motivation and organizational culture. This research method is a method with a quantitative approach involving 33 employees at the Permata Mojokerto Integrated Islamic School using saturated sampling techniques or censuses. Data collection was carried out using questionnaire distribution. The data obtained were analyzed using a statistical formula, namely by using multiple regression analysis whose processing was carried out with the SPSS 25 program. Based on the test results with the SPSS 25 program, the multiple linear regression equation is known as follows: $Y = -1.342 + 0.591X_1 + 0.334X_2 + 0.843X_3 + 0.727X_4$. The work supervision variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School. The leadership style variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School. The work motivation variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School. The organizational culture variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School. The work supervision, leadership style, work motivation and organizational culture variables simultaneously affect employee work performance at Permata Mojokerto Integrated Islamic School, with a significant value of 0.000 which is smaller than 0.05.

Keywords: *Work Supervision, Leadership Style, Work Motivation, Culture Organization and Work Performance of Officers*

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INTRODUCTION

Permata Integrated Islamic School is part of the Permata Foundation and also one of the integrated Islamic schools in the Mojokerto area. The curriculum model of Permata Integrated Islamic School is based on the philosophical foundation of Islamic thought in viewing the universe, humans and the nature of life. Therefore, education must be directed to form a strong Islamic personality, namely a person who understands the nature of his life and is able to realize it. The learning program at Permata Integrated Islamic School is developed in order to form an Islamic personality according to the child's development phase and the paradigm of Islamic education. The education system at Permata Integrated Islamic School is general and Islamic. Specifically concerning the formation of an Islamic personality, the education system at

Permata Integrated Islamic School is designed to encourage students to start getting used to practicing the characteristics of an Islamic personality. Meanwhile, for the development of basic science and technology skills, the teaching materials used refer to the curriculum of the Ministry of National Education, while the teaching materials for Islamic tsaqofah (Sciences derived from Islamic aqidah) refer to the curriculum of the Ministry of Religion. The phenomenon that will be raised in this study is about how Permata Integrated Islamic School maintains and manages work supervision, leadership style, work motivation and organizational culture in Permata Integrated Islamic School. The performance management implemented in Permata Integrated Islamic School has not succeeded in increasing the enthusiasm of teachers and staff to provide better work results for the organization. In addition, based on interviews conducted by the researcher with the Principal of Permata Integrated Islamic School, he said that there was a decrease in enthusiasm in working for teachers and staff, this can be seen from the lack of employee discipline in working, such as being late for work and working with less concentration.

Table 1.1 Data on Employee Absences at Permata Integrated Islamic School

Month	Number of Employees	Sick	Leave	Alpha	Total
November	33	7	6	1	14
December	33	4	8	1	13
January	33	10	4	1	15

Source: Permata Integrated Islamic School, 2022

Based on the table above, it can be understood that the performance of Permata Integrated Islamic School in the last three months has shown a significant decline. Based on the data above, it can be seen that in November there were 7 teachers and staff who were sick, 6 people had permission and 1 person who had no explanation for being absent with a total of 14 people in November. In December there were 4 teachers and staff who were sick, 8 people had permission and 1 person who had no explanation for being absent with a total of 13 people in December. In January there were 10 teachers and staff who were sick, 4 people had permission and 1 person who had no explanation with a total of 15 people in January. From these data, it can be seen that the work spirit of teachers and staff is still less than optimal, resulting in a decline in their work performance.

Based on the background and looking at some of the data descriptions above, the objectives of this study are: 1. To analyze work supervision that influences employee work performance at Permata Mojokerto Integrated Islamic School. 2. To analyze leadership style that influences employee work performance at Permata Mojokerto Integrated Islamic School. 3. To analyze work motivation that influences employee work performance at Permata Mojokerto Integrated Islamic School. 4. To analyze organizational culture that influences employee work performance at Permata Mojokerto Integrated Islamic School. 5. To analyze work supervision, leadership style, work motivation and organizational culture simultaneously influence employee work performance at Permata Mojokerto Integrated Islamic School.

METHOD

The type of research used in this study is quantitative research. According to Darmawan (2015), quantitative research methods are methods used to research a particular population or sample, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis. In this study, the type of research also includes explanatory research or explanation,

namely research used to explain the relationship between variables through hypothesis testing. After the researcher made observations in the field, the author then dig deeper into the information through interviews, and strengthened it with documentation. The research was conducted at the Nurul Qodiri Islamic Boarding School, Central Lampung from August 2023 to February 2024. The Islamic boarding school, MTs Nurul Qodiri and students were used as research subjects. Researchers chose MTs Nurul Qodiri students to be used as research samples in an effort to solve difficulties in conducting research.

Research Variables and Operational Definitions

In this study, there are four independent variables and one dependent variable. The four independent variables are work supervision, leadership style, work motivation and organizational culture while the dependent variable is employee work performance at Permata Mojokerto Integrated Islamic School. The following are details of the definition and indicators of the study.

Work Supervision (X1).

Based on the understanding of the experts above, the author concludes that supervision is a stage of the managerial process regarding the maintenance of organizational activities within permitted limits as measured by expectations.

Leadership Style (X2).

Leadership style is a determining factor in a company. The success or failure of a company in achieving a goal is influenced by the way a leader acts. The figure of a leader in a company can be effective if the leader is able to manage his company and influence the behavior of subordinates so that they are willing to work together in achieving the company's goals

Based on all the understandings that have been put forward by the experts above, it can be concluded that leadership is the process and behavior of a leader in influencing the behavior and empowering his subordinates so that they are willing to work together in carrying out tasks and responsibilities to achieve the company's goals.

Work Motivation (X3).

Based on the opinions of the experts above, the researcher concludes that work motivation is a drive for employees that creates enthusiasm to work so that they can work better in achieving goals.

Organizational Culture (X4).

Culture is essentially a process of integration of human behavior that includes thoughts, words and actions with the learning process. In their lives, humans are influenced by the culture in which they are located. The same thing will happen in an organization or company, a mixture of all values, beliefs and behaviors of each member of the organization will form an organizational culture. Based on the opinions of the experts, the author concludes that organizational culture is a control and direction system in forming attitudes, behaviors and norms and values of members in an organization that have unique characteristics and as differentiators from other organizations.

Employee Work Performance (Y).

Based on several opinions from the experts above, the researcher concludes that work performance is the result achieved by employees in carrying out a job given to them both in quantity and quality through procedures that focus on the goals to be achieved and with the fulfillment of implementation standards.

Sources and Methods of Data Collection

The population of this study was employees at the Permata Mojokerto Integrated Islamic School, totaling 33 people.

A sample is a portion of the population that must reflect the population, be representative, or be a small population. According to Darmawan (2015), the research sample includes a number of respondents that are greater than the minimum requirements, where the more samples the more accurate the results will be. The sampling method used is a saturated or census sample, namely conducting data collection and comprehensive observation of the types of objects that have been determined. Based on this study, because the population is not greater than 100 respondents, the author took 100% of the number of employees at the Permata Mojokerto Integrated Islamic School, which is 33 people. Thus, the use of the entire population without having to draw research samples as observation units is referred to as a saturated or census sampling technique.

Data collection methods

Techniques or methods used by researchers to obtain data to be analyzed or processed to produce a conclusion. Data collection methods in this study include:

Questionnaire method.

A questionnaire is a series of questions that are systematically arranged, then sent to be filled in by respondents. After being filled in, the questionnaire is sent back or returned to the officer or researcher. In the questionnaire there is a draft of questions that are logically related to the research problem and each question is an answer that has meaning to test the hypothesis. The research instrument used in this study is a questionnaire or questionnaire made by the researcher himself. Sugiyono (2017), states that a research instrument is a data collection tool used to measure natural or social phenomena that are observed. The instrument used in this study is intended to produce accurate data, namely by using the Likert scale. The Likert scale is a method of measuring attitudes and perceptions by calculating responses of agreement or disagreement.

Literature Study.

Literature study is a method of data collection conducted by reading books, literature, journals, references related to this research and previous research related to the research being conducted.

RESULTS AND DISCUSSION

F Test

The results of the F-test calculation can be seen in the following table:

Variable	F count	Sig.
Work Supervision (X1)	39.507	0.000
Leadership Style (X2)		
Work Motivation (X3)		
Organizational Culture (X4)		

Source: SPSS Output Results

Based on the results of the regression analysis in Table 4.7 above, a significance value of 0.000 was obtained. This shows that the significance value of 0.000 is less than 0.05. Thus, it is concluded that work supervision, leadership style, work motivation and organizational culture simultaneously influence employee work performance at Permata Mojokerto Integrated Islamic School.

Multiple Linear Regression Equation

According to Ghozali (2016), multiple linear regression analysis is used to predict changes in the value of a particular variable if another variable changes. For regressions where the independent variables consist of two or more, the regression is also called multiple regression. Multiple regression analysis can be carried out if there are at least 2 independent variables. Therefore, the independent variables above have more than two variables, so the regression used in this study is multiple linear regression. The results of data processing using the SPSS Version 25.0 (Statistical Package for the Social Sciences) for Windows program can be summarized in the following table

Table 4.8 Results of Multiple Linear Regression Test Calculations

Variable	Beta Coefisient	t count	Sig.
Constant	-1.342	-3.115	0.004
Work Supervision (X1)	0.591	2.498	0.019
Leadership Style (X2)	0.334	2.795	0.009
Work Mutivasion (X1)	0.843	6.238	0.000
Organizational Culture (X4)	0.727	3.669	0.001

Source: SPSS Output Results

Based on the table above, the multiple linear regression equation can be seen as follows:

$$Y = -1.342 + 0.591X_1 + 0.334X_2 + 0.843X_3 + 0.727X_4$$

The interpretation of the multiple linear regression equation is:

1. Constant = -1.342,

A negative constant value indicates that if there are no variables of Work Supervision (X1), Leadership Style (X2), Work Motivation (X3) and Organizational Culture (X4), then the variable of Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) will decrease by 1.342 units.

2. Work Supervision (X1) = 0.591,

Is the value of the regression coefficient of the Work Supervision variable (X1) on the variable of Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) meaning that if Work Supervision (X1) increases by one unit, then Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) will increase by 0.591 or 59.1%, a positive coefficient means that between Work Supervision (X1) and Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) there is a positive relationship. The increase in Work Supervision (X1) will result in an increase in Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y).

3. Leadership Style (X2) = 0.334,

Is the regression coefficient value of the Leadership Style variable (X2) against the Employee Work Performance variable at Permata Mojokerto Integrated Islamic School (Y) meaning that if the Leadership Style (X2) increases by one unit, then the Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) will increase by 0.334 or 33.4%, the coefficient is positive meaning that between Leadership Style (X2) and Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) there is a positive relationship. The increase in Leadership Style (X2) will result in an increase in Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y).

4. Work Motivation (X3) = 0.843

It is the regression coefficient value of the Work Motivation variable (X3) against the Employee Work Performance variable at Permata Mojokerto Integrated Islamic School (Y) meaning that if Work Motivation (X3) increases by one unit, then Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) will increase by 0.843 or 84.3%, the coefficient is positive meaning that between Work Motivation (X3) and Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) there is a positive relationship. An increase in Work Motivation (X3) will result in an increase in Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y). 5. Organizational Culture (X4) = 0.727,

Is the regression coefficient value of the Organizational Culture variable (X4) against the Employee Work Performance variable at Permata Mojokerto Integrated Islamic School (Y) meaning that if Organizational Culture (X4) increases by one unit, then Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) will increase by 0.727 or 72.7%, the coefficient is positive meaning that between Organizational Culture (X4) and Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) there is a positive relationship. An increase in Organizational Culture (X4) will result in an increase in Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y).

The following is a discussion of this research:

1. The Effect of Work Supervision on Employee Work Performance

The results of the partial test (t-test) between the Work Supervision variable (X1) and Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) obtained a significance value of 0.019. This shows that the significance values are smaller than 0.05. Thus, it is concluded that the work supervision variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, it is concluded that the first hypothesis which reads "It is suspected that work supervision has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School" is proven true.

To improve employee work performance in an organization, work supervision has an important influence because with supervision, the potential possessed by an employee will be maximized, so that a high level of work performance is achieved. Handoko in Waoma et al. (2021), defines that supervision is a process to ensure that organizational and management goals are achieved. Work supervision is very important in every job, both in large and small companies. Because with good work supervision, a job will be able to run smoothly and can produce optimal work results. The results of this study are relevant to previous research from the journals of Azhari et al. (2021) and Waoma et al. (2021) in their research concluded that there is an influence of work supervision on employee work performance.

2. The Influence of Leadership Style on Employee Work Performance

The results of partial testing (t-test) between the Leadership Style variable (X2) on Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) obtained a significance value of 0.009. This shows that the significance value is smaller than 0.05. Thus, it is concluded that the leadership style variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, it is concluded that the second hypothesis which reads "It is suspected that leadership style has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School." is proven true.

Supervision alone is not enough to guarantee that an employee can achieve an optimal level of work performance. The role of a leader is still needed. The right leadership

style figure from a leader is a behavior that is a source of satisfaction for his subordinates. The involvement of leadership style in spurring work performance is already a very meaningful value and price in operating an organization. According to Siagian in Oddang et al. (2020), states that the work performance of each individual who is responsible for the organization, is required by law to receive guidance from their superiors who are indebted to the leadership system they adopt. The results of this study are relevant to previous research from the journal of Oddang et al. (2020), in their research concluded that leadership style has a positive influence on employee work performance.

3. The Influence of Work Motivation on Employee Work Performance

The results of partial testing (t-test) between the Work Motivation variable (X3) on Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) obtained a significance value of 0.000. This shows that the significance values are smaller than 0.05. Thus, it is concluded that the work motivation variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, it is concluded that the third hypothesis which reads "It is suspected that work motivation has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School" is proven true.

Supervision and leadership style alone are not enough to guarantee that an employee can achieve an optimal level of work performance. Work motivation is still needed. Employees can carry out their duties optimally, because it is determined by motivation or encouragement to work diligently, and a comfortable work environment that supports employee work performance. Organizational goals can be achieved through direction and work motivation that can create a conducive atmosphere for the growth of employee performance. Mondy in Tampubolon and Purba (2021), stated that work motivation is the willingness to make high efforts, to achieve organizational goals, which are conditioned by the ability of such efforts, to meet certain individual needs. The results of this study are relevant to previous research from the journals of Tampubolon and Purba (2021) and Widiartana (2016), in their research concluded that there is an influence of work motivation on employee work performance.

4. The Influence of Organizational Culture on Employee Work Performance

The results of the partial test (t-test) between the Organizational Culture variable (X4) on Employee Work Performance at Permata Mojokerto Integrated Islamic School (Y) obtained a significance value of 0.001. This shows that the significance value is smaller than 0.05. Thus, it is concluded that the organizational culture variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, it is concluded that the fourth hypothesis which reads "It is suspected that organizational culture has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School" is proven true.

Oddang et al. (2020), stated that an organization that has strong organizational culture pillars which contain fighting values, work ethic, characteristics and can build a bright prospect in facing various influences from external factors of an organization. The essence of organizational culture is the fighting values that inspire the work ethic from the actualization of the characteristics shown by each person in understanding the work norms they adhere to. Therefore, organizations must have good management in order to form a good organizational culture so that they can compete and make maximum use of the resources available in the company so that the work performance produced can increase. The results of this study are relevant to previous research from the journals of Tampubolon and Purba (2021) and Oddang et al. (2020), in their

research concluded that there is an influence of organizational culture on employee work performance.

5. The Effect of Work Supervision, Leadership Style, Work Motivation and Organizational Culture Simultaneously on Employee Work Performance at Permata Mojokerto Integrated Islamic School

Based on the calculation results, a significance value of 0.000 was obtained. This shows that a significance value of 0.000 is less than 0.05. Thus, it is concluded that work supervision, leadership style, work motivation and organizational culture simultaneously influence employee work performance at Permata Mojokerto Integrated Islamic School, it is concluded that the fifth hypothesis which reads "It is suspected that work supervision, leadership style, work motivation and organizational culture simultaneously influence employee work performance at Permata Mojokerto Integrated Islamic School" is proven true.

Usman Effendi (2014), stated that supervision is the most essential management function, no matter how good the work activity is without supervision, the work cannot be said to be successful. This driving force is commonly called motivation, one of which is carried out through supervision of employees at work. So that supervision will encourage an employee to carry out an activity to achieve his goals. On the other hand, supervision of employees can be used as a motivator so that someone is willing to use all their abilities to work. An employee will use all his/her abilities to carry out the work, if by carrying out the work the employee can be motivated to carry out the assigned tasks.

Drath and Palus in Gary Yukl (2015), stated that leadership style is a process of understanding what people do together, so that they understand and want to do it. Each individual's leadership style has its own character and behavior. A leader must be able to act wisely in dealing with all problems that are happening inside and outside the company. Outside the company means the environment around the company. A leader is someone who can provide inspiration, persuade, influence, and motivate the performance of all staff or employees under him. The ability to inspire others is the highest element of leadership.

Rivai (2015), stated that motivation is a series of values and attitudes that influence individuals to achieve specific things according to individual goals. Basically, if an organization wants to achieve optimal performance according to the predetermined target, the organization must provide motivation to employees so that employees are willing and ready to devote their energy and thoughts for the sake of work. The problem of motivating employees is not easy because within employees there are different desires, needs and expectations between one employee and another.

Robbins in Wibowo (2016), states that organizational culture is a system of shared values in an organization that determines the level of how employees carry out activities to achieve organizational goals. Basically, organizational culture is closely related to behavior in the workplace or in this case employee performance. This assumption is formed from realistic implementations that can be emulated from the perspective of shared values and beliefs within the organization as a source of strength for the formation of a solid organizational culture. With the existence of organizational culture, activities to move and present organizational culture become easier, more directed and more focused on the targets that have been set.

CONCLUSION

The conclusion is presented as follows: The results of the test with regression analysis show that the work supervision variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, this is based on a significance value of 0.019 which is smaller than 0.05. The results of the test with regression analysis show that the leadership style variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, this is based on a significance value of 0.009 which is smaller than 0.05. The results of the test with regression analysis show that the work motivation variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, this is based on a significance value of 0.000 which is smaller than 0.05. The results of the test with regression analysis show that the organizational culture variable has a significant effect on employee work performance at Permata Mojokerto Integrated Islamic School, this is based on a significance value of 0.001 which is smaller than 0.05. The results of the test using regression analysis through the program show that the variables of work supervision, leadership style, work motivation and organizational culture simultaneously influence employee work performance at Permata Mojokerto Integrated Islamic School, this is based on a significance value of 0.000 which is smaller than 0.05.

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