



The Effect of Work Supervision on Employee Performance at The Secretariat of The Riau Provincial DPRD With Work Discipline as an Intervening

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ABSTRACT:

This study aims to analyze the impact of work supervision on the performance of the State Civil Apparatus at the Riau Provincial DPRD Secretariat. Work discipline is considered crucial in employment relationships as it reflects adherence to rules and the sanctions for violations. Effective work supervision is expected to enhance employee performance. This research uses a quantitative method with analysis conducted using Structural Equation Modeling (PLS-SEM). The results show that work supervision has a significantly positive influence on the performance of the State Civil Apparatus at the Riau Provincial DPRD Secretariat, with an impact of 61.6%. Conversely, the work discipline of the State Civil Apparatus at the Riau Provincial DPRD Secretariat is relatively low at 35.7%. Therefore, it is recommended that the Riau Provincial DPRD Secretariat increases the strictness towards employees with low work discipline by imposing penalties corresponding to the level of violations committed. These findings indicate the need for enhanced supervision and work discipline to achieve optimal performance.

Keywords: Work Supervision, Performance, Work Discipline.

INTRODUCTION

Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or goals or predetermined criteria that have been mutually agreed upon (Kuckertz et al., 2024; Pungky, 2023). In improving employee performance, there needs to be discipline and work supervision so that employees can work effectively and efficiently (Tampi et al., 2022). Achievement of organizational performance must be continuously improved by taking into account all work carried out within the specified period (Noor et al., 2023; Oliveira et al., 2021a).

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Successful performance is a reflection of the organization carrying out its duties and functions optimally (Gu & Zhang, 2021; Herlambang et al., 2023; Oliveira et al., 2021b).

The application of discipline is very necessary for organizations because discipline describes an employment relationship that reflects the rules that must be obeyed and the imposition of sanctions if the employee violates the organization's rules and regulations (Cachón-Rodríguez et al., 2022; Ülgüt et al., 2024). Kumar et al. (2024) defines discipline as a person's attitudes and behavior that reflect the level of compliance or compliance with various applicable provisions and corrective action for violations of established provisions or standards. Discipline is seen as responsibility for the work given by the leadership. If employees do not apply discipline, it is certain that the employee's performance will decline. So in improving employee performance, discipline must be applied to support the smooth running of all organizational activities (Ali et al., 2024; Kuok et al., 2022; Niu, 2024).

Supervision of personnel in the government environment can be carried out through a personnel audit process, namely the process of collecting and evaluating evidence carried out by competent personnel auditors to determine whether implementing statutory and regulatory policies in the field of personnel is in accordance with established norms, standards and procedures (del-Castillo-Feito et al., 2022; Varandas et al., 2024).

In Law Number 5 of 2014 in article 1 paragraph (1) it is stated that the State Civil Apparatus, hereinafter abbreviated to ASN, is a profession for civil servants and government employees with work agreements who work for government agencies (Muhammad, 2023). Furthermore, the State Civil Apparatus is the one that carries out administrative functions. Thus, it can be understood that ASN employees who work at the Riau Province Secretariat are planners, implementers and at the same time are expected to be motivators or drivers of the spirit of community participation in efforts to improve all aspects of life (Kim et al., 2023; Manroop et al., 2024). To be able to function as a driving force for societal renewal and development, exemplary behavior is required in the form of creative, innovative attitudes, hard skills and high levels of responsibility, which are demonstrated, among other things, by their effectiveness in carrying out their duties.

The Secretariat of the Provincial Regional People's Representative Council is a service element for the Provincial DPRD, led by a Secretary who is responsible to the DPRD Leadership and is administratively supervised by the Provincial Regional Secretary. The Riau Province Secretariat is one of the regional organizations in Riau Province which was officially formed based on Riau Province Regional Regulation Number 1 of 2014 concerning the Organization and work compliance of the regional secretariat and the Riau Province Secretariat, which is a mandate from the Republic of Indonesia government regulation Number 41 of 2017 concerning the Organization of Regional Apparatus.

Based on the background and problem formulation, the aim of the research is to explain and analyze the influence of work supervision on employee performance at the Riau Province

DPRD Secretariat. To explain and analyze the influence of work discipline on employee performance at the Riau Province DPRD Secretariat. To explain and analyze the influence of work supervision on employee performance at the Riau Province DPRD Secretariat with work discipline as an intervening.

This research aims to explain and analyze the influence of work supervision on employee performance at the Riau Province DPRD Secretariat, with work discipline as an intervening variable. This is based on Riau Province Regional Regulation Number 1 of 2014 concerning the organization and work compliance of the regional secretariat and the DPRD Secretariat, which implements Government Regulation Number 41 of 2017 concerning the organization of regional apparatus. This research is crucial to achieve the desired targets of the Riau Province DPRD Secretariat in improving truly good employee performance. By having professional employees with high performance, it is expected to create professional and high-quality work results. Based on the phenomena presented, this study will further investigate how work supervision and work discipline contribute to the improvement of employee performance at the Riau Province DPRD Secretariat.

RESEARCH METHODS

This research uses quantitative methods, according to (Mohajan, 2020) quantitative research has detailed elements such as objectives, other than systematic research using samples so that the results of the research can be applied to the population, have a hypothesis if necessary, have a clear design with other methods h data research The results obtained from the hair of the fabric require the collection of the data that is obtained and the data analysis that is carried out after all the data has been collected. The nature of research is descriptive explainaitory research. Explainaitory research is to explain the position of the variable being researched, including the relationship between the proposed variable and other variables.

The research was carried out at the Secretariat Dewain Perwaikilain Raikyait Daieraih Riau Province. The time period for this research will be used for 3 (three) months, namely from March 2024 to May 2024.

RESULTS AND DISCUSSION

Validity and Reliability Test of Research Instruments

Validity test

The results of the valid validity test are examined regarding the influence of job training on the performance of employees paid by the Riau Province DPRD Secretariat with job discipline as an intervention in the following ways:

Table 1. Validity Test of Work Supervision Variables

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No	Statement	Corrected Item Total Correlation	Information
1	During this time, the results of the evaluation of employees in their work have been carried out using achiraitis	0.709	Valid
2	The results of the training for employees who have worked as long as possible are given the right pay and time	0.654	Valid
3	In the meantime, the employee's job evaluation system has been in accordance with the applicable regulations	0.689	Valid
4	So far, the job evaluation program for employees has been able to measure the actual achievements achieved by employees.	0.767	Valid
5	In this time, the results of the work evaluation have been carried out in a realistic manner.	0.704	Valid
6	In the meantime, the work carried out has not been implemented to the maximum extent possible.	0.685	Valid
7	Help to make changes to work to achieve better results, each of which has been carried out by employees	0.597	Valid
8	As soon as this occurs, the work performance aid carried out by the employee may be required to be given appropriate compensation.	0.580	Valid

Source: *Taihun Research Results 2024*

Based on the validity test results of the operational assessment variables, it was found that the instrument test results of the operational assessment variables had a value greater than 0.30. In this way, it can be concluded that all the research instruments are part of the work evaluation variables that are used and are valid and can be used in research. This conclusion is reinforced by the significance value of all instruments which is smaller than the value of 5 percent.

For the results of testing the validity of the employee's performance instruments, the following results can be seen:

Table 2. Validity Test of Employee Performance Variables

No	Statement	Corrected Item Total Correlation	Information
1	As an employee of the Secretariat of the DPRD		

No	Statement	Corrected Item Total Correlation	Information
	of Riau Province, it is possible to achieve all the employment targets that have been planned		<i>Valid</i>
		0.748	
2	As an employee of the Secretariat of the DPRD of Riau Province, he also has the speed to complete his duties and his job duties.		<i>Valid</i>
		0.820	
3	In addition to being an employee of the DPRD Secretariat of Riai Province, Riai Province also has the confidence to work		<i>Valid</i>
		0.748	
4	As an employee of the Secretariat of the DPRD of Riai Province, he also has thoroughness in his work		<i>Valid</i>
		0.879	
5	As an employee of the Secretariat of the DPRD of Riau Province, I can complete my work on time		<i>Valid</i>
		0.833	
6	As an employee of the DPRD Secretariat of Riau Province, I am able to manage the time of other employees		<i>Valid</i>
		0.414	
7	In addition to being a member of the DPRD Secretariat of Riau Province, Riai Provincial DPRD Secretariat must act cooperatively regarding the features implemented by the organization		<i>Valid</i>
		0.488	
8	In addition to being a member of the Riai Province DPRD Secretariat, Riai Provincial DPRD Secretariat must act cooperatively with the command provided by Aitaisain		<i>Valid</i>
		0.620	

Source: Haisil Research, 2024 (Data Processed)

Based on the results of testing the variable performance of employees, the results of testing the variable performance instruments of employees as a whole have a Corrected Item Total Correlation value which is greater than 0.30. In this way, it can be concluded that all the research instruments are variable in the performance of the employees who are used and are valid and these instruments can be used in research, apart from that, these results are also strengthened by the significance value, all of which have a value of below 0.05.

Meanwhile, for the results of testing the validity of the work discipline instrument, the following results can be seen:

Table 3 . Validity Test of Work Discipline Variables

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No	Statement	Corrected Item Total Correlation	Information
1	Employees who are disciplined are employees who are ready to go to the office right on time	0.651	Valid
2	Pegawai senaintiaisai is required to fill in the absences of jaim employment in the land of pulaing which is valid as well as being in action at the office	0.706	Valid
3	Pegawai hairus senaitiaisai beaidai in his place as long as the job continues	0.717	Valid
4	Currently, employees are associated with the regulations that have been established by the organization	0.734	Valid
5	Employees who have high work discipline are employees who have been diligent in complying with science and engineering instructions	0.721	Valid
6	As the work process progresses, employees will use skills while working according to the rules	0.745	Valid
7	As the work process progresses, the employee will use the tools and work according to the procedures	0.780	Valid
8	During this time, employees have been able to maintain the office facilities in accordance with applicable procedures.	0.777	Valid
9	In the meantime, these employees have been able to complete their job duties well and correctly	0.746	Valid

Source: Haisil Research, 2024 (Data Processed)

Based on the validity test results of the variable work discipline, the results obtained from testing the variable work discipline instrument as a whole have a Corrected Item Total Correlation value which is greater than 0.30. In this way, it can be concluded that all the research instruments are based on the variables of the work discipline that are used and that these instruments can be used in research, apart from that, these results are also strengthened by the significance value, all of which have a value of below 0.05.

Instrument Reliability Test

Testing the reliability of the questionnaire in this research uses a one-shot measurement (One Shot) and to test its reliability the Gronbaich Ailphai statistical test is used > 0.6 .

Table 4. Research Variable Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Job Evaluation (X)	0.857	0.859	Reliable
Employee Performance (Y1)	0.908	0.909	Reliable
Work Discipline (Y2)	0.904	0.908	Reliable

Source: Haisil Research, 2024 (Data Processed)

Based on the results of the reliability test of the research variables, it was obtained that the test results of all the research variables had an r-value > r-value (0.60). In this way, it can be concluded that all of the job instruments regarding research variables such as job structuring, employee performance and job discipline are reliable. So that all items can be used in this research

Descriptive Statistical Analysis of Research Variables (Respondents' Explanations of Research Variables)

Explanation of Work Supervision Research Variables

Respondents' responses to the company's financial statements are given for job evaluation variables as follows:

Table 5. Description Variable Work Supervision

No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S. (2)	N(3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
1	During this time, the results of the evaluation of employees in their work have been carried out using achirait	0	0	98	14	22	460	134	3.43	OK
2	The results of the training for employees who have worked as long as possible are given the right pay and time	0	0	102	11	21	455	134	3.40	OK

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No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S. (2)	N(3) 5	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
3	In the meantime, the employee's job evaluation system has been in accordance with the applicable regulations	0	0	106	7	21	451	134	3.37	Enough OK
4	So far, the job evaluation program for employees has been able to measure the actual achievements achieved by employees.	0	0	104	17	13	445	134	3.32	Enough OK
5	In this time, the results of the work evaluation have been carried out in a realistic manner.	0	0	109	13	12	439	134	3.28	Enough OK
6	In the meantime, the work carried out has not been implemented to the maximum extent possible.	0	0	97	12	25	464	134	3.46	OK
7	Aids in improving the performance of the system and achieving better results, each of which has been carried out by employees	0	0	84	10	40	492	134	3.67	OK

No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S. (2)	N(3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
8	In the meantime, there has been an appropriate compensation carried out by the staff	0	0	104	17	13	445	134	3.32	Enough OK
Average Score									3, 41	Good

Source: Haisil Research, 2024 (Data Processed)

From the respondent's job vacancy related to job vacancy variables, it was concluded that the job vacancy variables of employees were paid for by the Secretariat of the DPRD of Riau Province, resulting in a value of 3.41. Basically, every question answered by the respondent is worth it.

Explanation of Performance Research Variables

Respondents' responses to the company's financial statements are given for performance variables such as the following characteristics of government payments:

Table 6. Description Performance Variables

No	Statement	Recapitulation Answer					Amount Score	N of Items	Aver age	Informati on
		STS (1)	T.S. (2)	N(3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
1	As an employee of Setwain Riau, I hope to achieve all the employment targets that have been planned for	4	8	78	11	33	463	134	3.46	OK

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No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S (2)	N(3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
2	As an employee of Setwain Riau senaintiaisai has speed in completing tasks and tainggungjaiobligations	13	27	56	8	30	417	134	3.11	Enough OK
3	Thank you/Mrs. I'm an employee of Setwain Riau and I'm very confident in my work	0	21	73	15	25	446	134	3.33	Enough OK
4	Thank you for your work	0	18	72	10	34	462	134	3.45	OK
5	Thank you/Mrs. I'm an employee of Setwain Riau and I can finish my work on time.	4	16	82	10	22	432	134	3.22	Enough OK
6	My best friend/mother is an employee of Setwain Riau who is able to manage the time of other employees	0	5	86	20	23	463	134	3.46	OK
7	Thank you for being cooperative with the features implemented by the organization	0	8	96	8	22	446	134	3.33	Enough OK

No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S (2)	N(3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
8	Baipaik/lbu as my official Setwain Riaiu senaintiaisai be cooperative with the command given by aitaisain	6	12	80	7	29	443	134	3.31	Enough OK
Average Score									3.33	Enough Good

Source: Haisil Research, 2024 (Data Processed)

Based on the job performance variables of all research respondents related to employee performance variables, it was concluded that the employee performance variables of the Riai Province DPRD Secretariat obtained a value of 3.33. In essence, every question answered by the respondents was considered quite good.

Explanation of Work Discipline Research Variables

The reason why respondents were appointed to other levels of employment was given various job disciplines such as those provided for in the following positions:

Table 7. Description Variable Work Discipline

No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S (2)	KS (3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
1	Employees who are disciplined are employees who are ready to go to the office right on time	0	0	98	14	22	460	134	3.43	OK
2	Pegawai senaintiaisai fills the absences of work incoming dain pulaing yaing valid asma beaidai at the office	0	18	72	10	34	462	134	3.45	OK

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No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S. (2)	KS (3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
3	Pegawai senaitiaisai hopes for his place as long as the job continues	4	16	77	16	21	436	134	3.25	Enough OK
4	Currently, employees are associated with the regulations that have been established by the organization	3	28	47	15	41	465	134	3.47	OK
5	Employees who have high work discipline are employees who have been diligent in complying with science and engineering instructions	0	31	57	28	18	435	134	3.25	Enough OK
6	As the work process progresses, employees will use skills while working according to the rules	0	27	66	13	28	444	134	3.31	Enough OK
7	As the work process progresses, the employee will use the tools and work according to the procedures	0	21	73	15	25	446	134	3.33	Enough OK
8	During this time, employees have been able to maintain the office facilities in accordance with applicable procedures.	0	18	72	10	34	462	134	3.45	OK

No	Statement	Recapitulation Answer					Amount Score	N of Items	Average	Information
		STS (1)	T.S. (2)	KS (3)	S (4)	SS (5)				
1	2	3	4	5	6	7	8	9	10	11
9	In the meantime, the employees have been able to complete their job duties well and correctly	0	0	109	13	12	439	134	3.28	Enough OK
Average Score									3,3 6	Enough Good

Source: Haisil Research, 2024 (Data Processed)

Based on the respondent's job discipline related to job discipline variables, it was concluded that the job discipline variables of employees working at the DPRD Secretariat of Riau Province resulted in a value of 3.36. In essence, every question answered by the respondents was considered quite good.

Outer Model Evaluation

Convergent Validity

The aim of this research is to use a loading factor of 0.7. After carrying out the daitai fabric processing using the SmartPLS 4.0 fabric, the results of the daitai fabric loading machine are shown as follows:

Table 8. Iteration Loading Factor Value First

Variable	Indicator	Outer Loading
Work Supervision	PK 1	0.7 46
	PK2	0.6 79
	PK 3	0.762
	PK 4	0.7 89
	PK 5	0.7 11
	PK 6	0.761
	PK 7	0.647
	PK 8	0.622
Performance	KJ1	0.7 25
	KJ2	0.747
	KJ3	0.7 35
	KJ4	0.746
	KJ5	0.749
	KJ6	0.822
	KJ7	0.854
	KJ8	0.828

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	DK 1	0.743
	DK 2	0.713
	DK 3	0.788
	DK 4	0.780
Work Discipline	DK 5	0.797
	DK 6	0.881
	DK 7	0.841
	DK 8	0.223
	DK 9	0.230

Source: Primary Data Organized, 2024

Variable indicators that have a loading factor value greater than 0.70 have a high level of validity, so they meet convergent validity. Any variable indicator that has a loading value smaller than 0.70 has a low level of validity so that the variable indicator needs to be eliminated and removed from the model. Assess the loading factor after the indicators have been eliminated and are shown in the following Taibel 9 paid cloth:

Table 9. Iteration Loading Factor Values Second

Variable	Indicator	Outer Loading
	PK 1	0.734
	PK 3	0.858
Work Supervision	PK 4	0.823
	PK 5	0.749
	PK 6	0.824
	KJ1	0.721
	KJ2	0.746
	KJ3	0.740
Performance	KJ4	0.748
	KJ5	0.744
	KJ6	0.821
	KJ7	0.855
	KJ8	0.829
	DK 1	0.755
	DK 2	0.718
	DK 3	0.801
Work Discipline	DK 4	0.778
	DK 5	0.801
	DK 6	0.882
	DK 7	0.841

Source: Primary Data Organized, 2024

Based on the Taibel fabric 9. shows that there has been an increase in the loading factor

values for various variable indicators after the elimination work has been carried out and the calculations have been carried out again so that all the loading factor values are greater than 0.70.

Discriminant Validity

After carrying out the Daitai fabric processing using SmairtPLS 4.0, the results of the cross loading Daitai fabric. In this way, if all the relevant variable variables already have good discriminant validity, the indicators used in this block of construct indicators are better than the indicators in the other blocks. Another further evaluation is by comparing the AiVE water value with the contrast water correlation. A good AiVE value is thought to have a value greater than 0.50. Based on this research, evaluate AiVE and AiVE's quadratic analysis for each of the constraints shown in Table 11:

Table 11. AVE value

Variable	AVE
PK (X)	0.638
KJ (Y1)	0.604
DK (Y2)	0.637

Source: Primary Data Organized, 2024

Based on the Taibel fabric 11, all the contradictions show an AiVE value that is greater than 0.50, namely with the smallest value of 0.604 for the Performance (KJ) variable and the largest 0.638 for the Job Performance (PK) variable. This value has met the requirements in accordance with the minimum AiVE value specified, namely 0.50. After knowing the value of the quadratic aikair of AiVE for each constraint, the model is furthermore able to compare the quadratic aikair of AiVE with the correlation of the constraint aikair of the model. The results of this research result from the correlation of contrasts with the AiVE quadratic analysis values which can be shown in the following model:

Table 12 Mark correlation between construct with mark root AVE squared

Variable	Performance		
	Supervision Work (X)	(Y1)	Work Discipline (Y2)
DK (Y2)	0.798		
KJ (Y1)	0 .891	0.777	
PK (X)	0.736	0.699	0.7 99

Source: Primary Data Organized, 2024

Dairi Taibel 12 showed that the value of the AiVE quadratic analysis for each of the constraints was greater than the value of the correlation so that the constructs in this research model were still considered to have good discriminant validity.

Composite Reliability

The SmartPLS output results for assessing the composite reliability of the Table 13 paidai fabric are shown:

Table 13 Composite Reliability Values

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Variable	Composite Reliability
PK (X)	0.849
KJ (Y1)	0.912
DK (Y2)	0.917

Source: Primary Data Organized, 2024

From the results of the SmartPLS output paid for Taibel 15, the value of composite reliability for all the related constructs is 0.70. According to the values generated in the fabric, all constructs have good reliability in accordance with the basic values that have been described in the fabric.

Evaluation Inner Model (Structural Model)

Analysis of Variance (R²) or Determination Test

Variable analysis (R²) is a determination test, namely to find out the magnitude of the influence of the independent variable on the dependent variable, assess the coefficient of determination shown in the following variable:

Table 14 R Square (R²)

	R Square	R Square Adjusted
Work Supervision	0.799	0.796
Employee Work Discipline	0.541	0.538

Source: Primary Data Organized, 2024

Based on the r-squaire value of Taibel 14, employee performance is 79.9%, and the remaining 20.1% is accounted for by other constraints outside the research studied in this research. As much as employee job discipline is able to explain variable performance as much as 54.1%, the remaining 45.9% is explained by other external constraints examined in this research.

Hypothesis test

Table 15. Summary of Test Results Hypothesis

Hypothesis	Results	Information
H1 Job Performance Variables have a positive influence on Employee Performance Variables	Beta Coef. i = -0.699 T- Sta i tistics = 11,700 P- va i lue =0.000	Accepted
H2 Vairiaibel Job discipline has a positive influence on Vairiaibel	Beta Coef. i = -0.822	Accepted

	Job discipline of employees	T- Statistics = 14,920 P- value =0.000	
H3	Variable Intervening Discipline of employee work positively influences employee performance variables	Beta Coef. i = -0.733 T- Statistics = 13.139 P- value =0.000	Accepted

Source: Primary Data Organized, 2024

CONCLUSION

Job creation positively influences the performance of the Riau Province DPRD Secretariat's Civil Aviation Administration. This means that the higher the level of employee performance carried out by the organization, the higher the level of employee performance achieved. With the help of good job leadership, we can help our employees achieve good performance and get more attention from their organization so that we can have a positive attitude towards working well with our employees. This result will certainly also be beneficial in achieving better organizational goals.

Job training has a positive influence on the job discipline paid by the Civil Service of the Republic of Indonesia DPRD Secretariat of Riau Province. This means that the higher the level of work discipline for employees, the higher the level of work discipline for these employees. With the help of good work skills for the Civil Service of the Republic of Indonesia DPRD Secretariat of Riau Province, they can be more disciplined in carrying out these results because the skills carried out can form a better work personality for the employees themselves in order to achieve the tasks they are given in by the leadership.

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