



Influences of Supervision and Organizational Culture on Performance through Work Discipline

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Abstract

Public service quality is determined, among other things, by how optimal management performance is at these institutions. There are several factors that can influence the management performance, namely: organization culture, work discipline and supervision. These research objectives were: to examine influences of organization culture, work discipline and supervision towards management performance; to examine organizational-culture influence on managers 'performance through discipline of work; and to examine the influence of supervision on managers' performance through work discipline. The research population was managers of activity-acting unit in the National Program for Independent Community Empowerment (NPICE) in Mojokerto Regency, East Java, Indonesia. The determination of sample number used a saturated sampling method, so that all fifty members of population were determined to be the sample. Data collection was done with questionnaire which was directly distributed to respondents. The data analysis technique used the path analysis with the program of Smart PLS. The research resulted in the conclusion that: (1) organizational culture, supervision and discipline of work had a significant and positive influence to managers' performance; (2) organization culture had significant and positive and effects to managers 'performance through discipline of work (3) supervision had positively and significantly influenced managers 'performance through discipline of work. Therefore, attempts of improving the management performance of NPICE could be done by strengthening the organizational culture accompanied with consistent supervision and by increasing work discipline.

Keywords: *Organizational Culture; Supervision; Management Performance and Discipline*

Introduction

The rapidly changing dynamic-economic-environment at present requires every organization strive to improve institutional competitiveness. To strengthen competitiveness, organizations need to optimize the effective and efficient use of resources. One of the important resources as a determinant of organization success or failure is human resources (Marchington et al., 2016). This is because human

resources are managerial subjects in the implementation of planning, management and control towards achieving organizational goals (Hertati, 2019).

The success of the organization depends on the performance of its members as operational implementers. For this reason, the performance each organizational work unit should be assessed, so that the performance of human resources in organizational units can be known objectively in respects of their work progress (Sutrisno, 2012). The contribution of organizational members is the key to the success of the organization as a whole. Therefore, the management needs to find the right human resource management method to encourage organizational members to perform optimally in order to help achieve organizational goals.

In this context, as an organization that is oriented towards increasing the empowerment of micro small middle business, the management role of activity-operating unit of the National Program for Independent Community Empowerment (NPICE) certainly should be improved in its governance so that it can encourage managers to perform optimally. This is because the role of the activity-operating unit of NPICE is to be responsible for all fund management, administrative management, reporting of all transactions and conducting the socialization to the community and upholding of the principles of this activity starting from planning, implementing and preserving it (Sinaga et al., 2019).

In order for the management of NPICE to carry out their roles and functions optimally, the principles of good organizational governance should be implemented, by strengthening organizational culture, supervision and discipline so that the performance of organizational members can be maintained. This is because efforts to improve the performance of organizational members can be done with individual, group and systemic approaches (Robbins & Judge, 2015).

Organizational culture is included in the impact factor on performance because it is a supporting component in achieving the performance of an organization (Setyorini et al. 2021). The organizational culture adopted by each institution plays a role as one of the determinants of performance. In accordance with Edison, et al (2016), that culture of organization reflects individual and group behavior. The results of the study proved that organizational culture positively and significantly influenced employees' performance (Fachreza et. al., 2018; Muis et. al., 2018). Thus, a strong organizational culture encourages its members to innovate, maintain quality, give positive contribution, establish relation harmony, and do effective and efficient work. Intensive introduction of organizational culture will form an organizational culture that is absorbed as a personal culture so that employees feel identical with their company and encourage to achieve optimal performance.

In addition to organizational culture, work discipline is also included in the determinants of performance (Kasmir, 2016). If work discipline is high, performance will also increase (Wairooy, 2017). Work discipline has an important role because it represents the magnitude of employees' responsibility to his assigned duty. According to Sutrisno (2013), discipline of work is one's behavior complying with rules and procedures applied in the organization both in written and unwritten ones. Employees having high discipline of work conduct assignment meant or work so orderly that they can give directly positive impact to the organization in achieving overall company goals. The results of Astutik's research (2016) concluded that work discipline and culture of organization had positively and significantly influenced employees' performance. The research results by Agusria et al. (2022) also showed that discipline of work, culture of organization and competence gave significant influence to employees' performance.

In doing their assignment and functions, managers of activity-operating unit of NPICE also needed supervision. Through supervision, they would have achievement standards that must be implemented in accordance with the prepared work program, so that there was no deviation in conducting the work, or in other words supervision is the stage to assess whether the intended goals have been achieved satisfactorily or not (Kadariman, 2013). Employees who always get direction or guidance from superiors tend to make fewer deviations than those who are not supervised.

Literature Review and Hypothesis

Organizational culture is an effective foundation of values that supports the implementation of innovative ideas, influences employee behavior, and improves performance (Robbins & Judge, 2015; Lee and Yu, 2004). If individual values and organization practices are strongly integrated, this can greatly influence level of individual and organizational output. The more employees identify the organization provision of good learning and system that is closely connected with the leadership style, the more the employees are committed to goals of organization (Joo & Shim, 2010).

If employees are dissatisfied with culture of organization, this can cause decline in employee performance and rotation rates. For this reason, management must consider organizational culture and build effective communication to strengthen employee commitment to contribute to the organization (Cheung et.al., 2011; Ezirim et.al., 2012). Thus, culture is clearly an important element in the effectiveness of institutional performance, and even organizational culture is closely related with performance (Muya, 2012). Organizational culture provides appropriate standards for everything that members of the organization should do, and it also serves as control that guides and shapes employee behavior (Robbins & Judge, 2015).

Furthermore, employees' willingness to contribute optimally to the organization can also be achieved if all employees and management apply supervision and discipline of work consistently. Supervision and discipline of work are important components to be implemented in the implementation of organizational activities. According to Agustini (2011), one of the objectives of implementing work discipline is that employees can do work optimally in accordance with organizational standards. The research results of Asmawar et.al., (2014) and Arsyenda (2013) concluded that work discipline influenced employee performance. Employees who conducted work discipline properly would be able to support the smooth operation of the company to achieve its goals.

According to Afandi (2017), work discipline is a regulation made by organizational management and ratified by capital owners, and it is the norm that is formulated and obeyed by members of the organization. Good work discipline reflects how much sense of responsibility employees have towards their work. This can encourage working spirit to realize organizational goals (Hasibuan, 2012). Thus, discipline in an organization is really needed for smooth operations and at the same time it encourages members of the organization to perform optimally.

Optimal performance can also be achieved if supervision is done consistently to members of the organization. Supervision is needed to direct employees to do work suitable with main assignment and functions set by the organization. Supervision of organizational members accompanied by the application of work discipline can minimize work errors and optimize employee performance. The research results of Ardansyah and Wasilawati (2014) proved that supervision and work discipline were positively and significantly related with performance. Thus, consistent implementation of supervision and work discipline give impact to the performance of organizational members.

Based on this rationale, the research hypotheses were formulated as follows:

- H1: Supervision positively and significantly influences work discipline
- H2: Organizational culture positively and significantly influences work discipline
- H3: Supervision positively and significantly give effect to manager performance
- H4: Organizational culture positively and significantly influences manager performance
- H5: Work discipline positively and significantly influences manager performance
- H6: Supervision positively and significantly influences manager performance through work discipline
- H7: Organizational culture positively and significantly influences the performance of managers through work discipline.

Research Methods

This research approach was quantitative, which used mathematical model, theories and or hypotheses related to the phenomenon under study. The measurement process was an important part of quantitative research because it provided an overview of the fundamental relationships between empirical observations and mathematical expressions in quantitative relationship.

The research population was managers of activity-operating unit of NPICE in 12 sub-districts in Mojokerto Regency, East Java, Indonesia that consisted of fifty six people. Because the total population was less than 100, the research sample took the all number of population, totaling fifty six people.

In order to get valid and relevant data, the method of data collection used questionnaires which were distributed to respondents both in offline and on line way. Measurement instruments of the research for four variables including organizational culture (OC), supervision (S), work discipline (WD) and management performance (MP) applied a Likert scale with variations in answers: a score 5 given to an answer with strong agreement; score 4 given to agree answer; score 3 given to an answer that does not agree; score 2 for disagree answer; and score 1 for the answer strongly disagree. While references in measuring research variables referred to various sources.

The data analysis method used path analysis with the following considerations: metric data was in interval scale; there were independent exogenous variable and dependent endogenous variables for the multiple regression model and intermediary variables for the mediation model and the combined model of mediation and multiple regression as well as the complex model.

Results and Discussion

Test of Validity

Validity was tested to measure the questionnaire was either valid or not. The test of validity was conducted with using the Corrected Item - total correlation by running the SPSS program. In this test, question items were testified valid if R count > R table. Analysis result show that all items of supervision variable were testified valid because R count value is > R table value (0.262). Complete results of validity test of supervision variable are can be seen in the table below.

Table 1. Validity Test Result for Supervision Variable

No.	Indicator	R Count	R Table	Expalanation
1	X1.1	0.391	0.262	Valid
2	X1.2	0.597	0.262	Valid
3	X1.3	0.724	0.262	Valid
4	X1.4	0.627	0.262	Valid
5	X1.5	0.621	0.262	Valid
6	X1.6	0.63	0.262	Valid
7	X1.7	0.48	0.262	Valid
8	X1.8	0.507	0.262	Valid
9	X1.9	0.514	0.262	Valid
10	X1.10	0.386	0.262	Valid
11	X1.11	0.342	0.262	Valid
12	X1.12	0.62	0.262	Valid
13	X1.13	0.417	0.262	Valid
14	X1.14	0.545	0.262	Valid
15	X1.15	0.586	0.262	Valid

16	X1.16	0.622	0.262	Valid
17	X1.17	0.754	0.262	Valid
18	X1.18	0.524	0.262	Valid
19	X1.19	0.323	0.262	Valid
20	X1.20	0.555	0.262	Valid
21	X1.21	0.69	0.262	Valid
22	X1.22	0.754	0.262	Valid
23	X1.23	0.612	0.262	Valid
24	X1.24	0.621	0.262	Valid
25	X1.25	0.615	0.262	Valid
26	X1.26	0.454	0.262	Valid
27	X1.27	0.526	0.262	Valid
28	X1.28	0.587	0.262	Valid
29	X1.29	0.41	0.262	Valid

Furthermore, the result of validity test for organizational culture variable indicated that all indicator items were testified valid because R count value is $>$ R table (0.262). Complete results of validity test of organizational culture variables are in Table 2 below.

Table 2. Validity Test Result of Organizational Culture

No.	Indicator	R Count	R Table	Explanation
1	X2.1	0.466	0.262	Valid
2	X2.2	0.581	0.262	Valid
3	X2.3	0.591	0.262	Valid
4	X2.4	0.389	0.262	Valid
5	X2.5	0.748	0.262	Valid
6	X2.6	0.812	0.262	Valid
7	X2.7	0.615	0.262	Valid
8	X2.8	0.615	0.262	Valid
9	X2.9	0.759	0.262	Valid
10	X2.10	0.618	0.262	Valid
11	X2.11	0.783	0.262	Valid
12	X2.12	0.663	0.262	Valid
13	X2.13	0.726	0.262	Valid
14	X2.14	0.67	0.262	Valid
15	X2.15	0.654	0.262	Valid
16	X2.16	0.476	0.262	Valid
17	X2.17	0.544	0.262	Valid
18	X2.18	0.45	0.262	Valid
19	X2.19	0.729	0.262	Valid
20	X2.20	0.483	0.262	Valid
21	X2.21	0.632	0.262	Valid
22	X2.22	0.627	0.262	Valid
23	X2.23	0.283	0.262	Valid
24	X2.24	0.27	0.262	Valid
25	X2.25	0.381	0.262	Valid

Meanwhile, validity test result for work discipline variable show all indicator items are testified valid when R count value is $>$ R table value (0.262). Complete result for work discipline variable validity test can be seen in Table 3 below:

Table 3. Validity Test Result of Work Discipline

No.	Indicator	R Count	R Table	Explanation
1	Y1. 1	0.355	0.262	Valid
2	Y1. 2	0.52	0.262	Valid
3	Y1. 3	0.566	0.262	Valid
4	Y1. 4	0.298	0.262	Valid
5	Y1. 5	0.414	0.262	Valid
6	Y1. 6	0.651	0.262	Valid
7	Y1. 7	0.685	0.262	Valid
8	Y1. 8	0.702	0.262	Valid
9	Y1. 9	0.831	0.262	Valid
10	Y1. 10	0.771	0.262	Valid
11	Y1. 11	0.754	0.262	Valid
12	Y1. 12	0.781	0.262	Valid
13	Y1."13"	0.381	0.262	Valid
14	Y1. 14	0.684	0.262	Valid
15	Y1. 15	0.648	0.262	Valid
16	Y1. 16	0.624	0.262	Valid
17	Y1. 17	0.616	0.262	Valid
18	Y1. 18	0.724	0.262	Valid
19	Y1. 19	0.883	0.262	Valid
20	Y1. 20	0.782	0.262	Valid
21	Y1. 21	0.467	0.262	Valid
22	Y1 22	0.674	0.262	Valid
23	Y1. 23	0.772	0.262	Valid
24	Y1. 24	0.385	0.262	Valid

Meanwhile, the results of validity test for management performance variable indicate all indicator items were considered valid because R count values $>$ R table value (0.262). Complete results for validity test of management performance variables are as follows.

Table 4. Result of Validity Test of Management Performance

No	Indicator	R Count	R Table	Explanation
1	Y2.1	0.776	0.262	Valid
2	Y2.2	0.707	0.262	Valid
3	Y2.3	0.84	0.262	Valid
4	Y2.4	0.726	0.262	Valid
5	Y2.5	0.637	0.262	Valid
6	Y2.6	0.791	0.262	Valid
7	Y2.7	0.75	0.262	Valid
8	Y2.8	0.775	0.262	Valid
9	Y2.9	0.815	0.262	Valid
10	Y2.10	0.752	0.262	Valid
11	Y2.11	0.779	0.262	Valid
12	Y2.12	0.505	0.262	Valid
13	Y2.13	0.637	0.262	Valid
14	Y2.14	0.597	0.262	Valid

15	Y2.15	0.672	0.262	Valid
16	Y2.16	0.634	0.262	Valid
17	Y2.17	0.614	0.262	Valid
18	Y2.18	0.664	0.262	Valid
19	Y2.19	0.659	0.262	Valid
20	Y2.20	0.611	0.262	Valid
21	Y2.21	0.695	0.262	Valid
22	Y2.22	0.53	0.262	Valid
23	Y2.23	0.701	0.262	Valid
24	Y2.24	0.805	0.262	Valid
25	Y2.25	0.695	0.262	Valid

Reliability Test

The questionnaire is considered reliable if the result of measurements on the same object produces the same data. Instrument reliability was measured by using Cronbachs Alpha with the provision that the instrument was considered reliable if the Cronbachs alpha value was > 0.7 . Complete result of test of reliability are as follows.

Table 5. Result of ReliabilityTest

No.	Variable	Cronbachs alpha	Explanation
1	Organizational Culture	0.931	reliable
2	Supervision	0.933	reliable
3	Work Discipline	0.936	reliable
4	Management Performance	0.961	reliable

Referring to Table 5, results of analysis indicate all reliable instruments because the Cronbachs alpha value is > 0.7 .

Path Analysis

The stages of path analysis using the Smart PLS program include: the assessing of the goodness of fit model; path coefficient assessment; testing of direct effect; testing of indirect effect; and the percentage calculation of the determination coefficient.

Goodness of Fit Model Assessment

Assessment to goodness of fit model was seen in SRMR model value, value of R square value and Q square model value.

SRMR Model

Model od PLS is considered to have fulfilled goodness of fit model criteria if SRMR value is < 0.10 and the model is testified as perfect fit if SRMR value is < 0.08 . PLS model that meets goodness of fit model criteria was considered appropriate to test influence of all independent variables towards dependent variable. Results of calculating SRMR model are presented in Table 6 below .

Table 6. Test Result of SRMR

Fit model	Saturated Model	Estimated Model
SRMR	0.000	0.000
d_ULS	0.000	0.000
d_G	0.000	0.000
Chi-Square	0.000	0.000
NFI	0.000	1.000

Table 6 indicates the SRMR model value is 0.000, because the SRMR model value is <0.08 , the model is considered as the perfect fit category.

R Square

The model is said to be fit, which can also be seen from the value of R Square. The Value of R square indicates predictive power of such model viewed from some strength of exogenous variables in estimating endogenous variables. Value of R square is divided into three categories, namely good, moderate and weak. In Chin's opinion(1998), R square value as 0.67 shows a strong PLS model, 0.33 indicating a PLS model in the moderate category and 0.19 indicating the PLS model is in a weak category. Results of calculating R Square are presented in Table 7 below:

Table 7. Result of R Square Test

Variable	R Square	Adjusted R Square
Work Discipline	0.571	0.554
Management Performance	0.676	0.657

Table 7 shows that value of R square for work discipline variable is 0.571, and performance variable is 0.676 . It means that the model is regarded as moderate category when it is used to measure work discipline, and the model is considered as strong category when it is used to measure performance.

Q Square

Value of Q square is categorized into three categories: small, medium and large. A Q square value as 0.02 is considered small, a Q square value as 0.15 is considered medium and a Q square value as 0.35 is considered great. Q Square calculation results are presented in Table 8 below.

Table 8. Result of Q Square Test

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Organizational Culture (OC)	56. 000	56.000	
Work Discipline (WD)	56. 000	29.207	0.478
Management Performance (MP)	56. 000	23.824	0.575
Supervision (S)	56. 000	56.000	

Table 8 shows that the Q square value for discipline of work is 0.478, and Q square value for performance is 0.575. This shows that such model owns good predictive relevance because value of Q square is more than 0.00.

Hypothesis Test Results

Hypothesis testing was done to prove direct effect and indirect effect among variables. Results of path analysis test on the direct effect are used to test hypotheses 1 to 5. While the indirect effect is to test hypotheses 6 and 7. Complete analysis results are presented in the Table 9.

Table 9. Result of Hypothesis Test

Relation	Path Coefficient	T Statistics	P Values	Explanation
OC ----> WD	0.395	2.714	0.007	Positive and Significant
OC ----> MP	0.361	2.350	0.019	Positive and Significant
WD ----> MP	0.637	3.456	0.001	Positive and Significant
S ----> WD	0.432	3.159	0.002	Positive and Significant
S ----> MP	0.342	2.158	0.031	Positive and Significant
OC ---->WD ---->MP	0.251	2.073	0.039	Positive and Significant
S ---->WD ----> MP	0.275	2.089	0.037	Positive and Significant

Discussion

Organization culture Gave Significant Effect to Work Discipline

Result of path analysis test indicates that significant value of organization culture variable on work discipline is $0.007 < \alpha (0.05)$, t-statistic $(2.714) > 1.96$ and a path coefficient of 0.395 is positive. This means when culture of organization is strengthened, it will have an impact on increasing discipline of work. Result of the study is relevant to a research by Radeswandri and Utami (2013) that organizational culture significantly influenced employees' work discipline.

Organizations with a strong culture will influence the behavior and work effectiveness of employees. Organizational operation can run optimally if all parts of the organization can work together in synergy. Employee performance and discipline can be achieved when organizational culture is used as a common reference in the work behavior organization members.

Consistent application of organizational culture will shape the character of employees to obey the principle in doing their duties. A strong organizational culture will have a major influence on of its members' behavior because organizational values are used as a binder and reinforce the togetherness o organization members in creating conducive internal climate in controlling work behavior (Robbins & Judge, 2015). With organization members' high adherence to the principle, this can guarantee the implementation of tasks according to the time and set targets.

Organizational Culture Has Significant Influence to Work Discipline

Result of path analysis test indicates that significant value of organization culture variables towards management performance is $0.019 < \alpha (0.05)$, t-statistic $(2.350) > 1.96$ and a path coefficient of 0.361 is positive. This proves that if organization culture is strengthened, it will have an impact to improve the performance of managers. The result of this study is relevant to Oktaviani and Saragih's research (2017) that culture of organization has a significant role to improve employees' performance.

Culture of organization owns a strategic role to encourage and improve individual work effectiveness (Robbins & Judge, 2015). Organizational culture is the glue that helps bind managers of NPICE in making decisions and control mechanism that guide the behavior of their members. Culture is clearly an important element in driving performance effectiveness. There is close relation between culture of organization and performance (Muya, 2012). This can also be seen in the behavior of managers of NPICE in their efforts to achieve the set targets. Thus, the organizational culture in NPICE has succeeded in encouraging an optimal increase in managers' performance.

Work Discipline Significantly Influences Managers' performance

Result of path analysis test showed significant value of work discipline variable on manager's performance as $0.001 < \alpha (0.05)$, t-statistic $(3.456) > 1.96$; and a path coefficient of 0.637 was positive. This proves when enforcement of discipline of work is increased, it will have an effect to improve performance of NPICE managers. Management good performance is the output of work discipline that is embedded in the members of the organization. The result of this study are relevant of Sondole's research (2015) which mentions that work discipline affects performance.

Discipline is the behavior or attitude of complying with written and unwritten rules, and there are sanctions for violators. Work discipline functions to shape attitude, behavior, and disciplined life order in the work environment, so as to create an orderly atmosphere in carrying out work. Through the imposition of discipline within the organization it is hoped that it will have positive impact to employees' performance. The argument is similar with of Sutrisno's opinion (2012) that employment work discipline will improve to achieve company goals, while decreased work discipline will become an obstacle and slow down the achievement of company goals. Thus performance of managers is the output of the extent to which they obey the rules through work behavior that is in line with organizational expectation.

Supervision Has Significantly Influenced Work Discipline

Path-analysis-test result indicated that significant value of supervision variable influence on discipline was $0.002 < \alpha (0.05)$, t-statistic $(3.159) > 1.96$ and a path coefficient of 0.432 was positive. This means that when supervision is done consistently, there is an increase in work discipline. Through supervision, it is hoped that the implementation of organizational activities can minimize deviation and ensure that conducted work complies with the plan.

As it is known that supervision is a process in which the leader seeks to find out the result of the implemented work of subordinates, the application of orders and policies that is determined as feedback on the effectiveness of their implementation. Because, supervision is a management function related to a measurable implementation process to ensure that planning, organizing, leadership is able to achieve the set targets by the organization (Rafie, 2017). Supervision proves a really effective step to realize an agency's employees' discipline. By effectively supervising, it can stimulate employees discipline and work spirit since they feel they get attention and direction from superiors. Thus, supervision is the most effective concrete action in realizing the work discipline of NPICE Mandiri managers.

Supervision Gives Significant Effect to Performance

Result of path analysis test shows the significance value of supervision variable on manager performance is $0.021 < \alpha (0.05)$, t-statistic $(2.278) > 1.96$, and a path coefficient of 0.342 is positive. This means that when supervision is conducted consistently, there is an increase in the performance of managers. The research results are relevant to research results of Asmawar et.al. (2014), Amanda (2016) and Situmeang (2017). Supervision takes significant role in increasing employees' work discipline.

Supervision is an important element in the implementation of the activities of public service-oriented institutions, and is a vital requirement for profit-oriented institutions (NPICE). Siagian (2008), argues that supervision consists of observing implementation of all activities within the organization to ascertain that all acted works due to the sets plan.

Through supervision, all activities are hoped to be done according to operational standard activities and can be held accountable. If supervision is implemented on all aspects of NPICE management activities, it can lead to increased performance quality and compliance with organizational policies (Muljono, 2007). Because basically the purpose of supervision is to prevent irregularities, it

supports the work process to be in accordance with procedures; it prevents and eliminate obstacles and difficulties in performing activities, it prevents irregularities in the use of resources and prevent abuse of authority (Silalahi, 2003).

Influence of Organization Culture towards Management Performance through Work Discipline

Based on the indirect effect estimation result, one may know that significance value of organizational culture variables on manager performance through work discipline is $0.039 < \alpha (0.05)$, t-statistic $(2.073) > 1.96$, and a coefficient of 0.251 is positive. This means that work discipline plays a positive role in mediating influence of culture of organization to manager performance. When organizational culture becomes stronger, it increases work discipline so that it leads to increased manager performance.

Organizational culture is the values that are referred to by members of the organization in doing work. A strong organizational culture will cause organizational members to comply the rules applied in the organization because they feel they have a bond with the values that apply in the organization. Employees tend to be enthusiastic about doing work optimally when the organizational culture can foster the pride of members of the organization accompanied by the instilling of disciplinary values that are applied consistently. This argument agrees to opinion of Robbins and Judge (2015) that a strong organizational culture can encourage increased performance of organizational members, while the influence of work discipline on employee performance is in line with Arsyenda's research results (2013) that work discipline influenced performance of employee. Thus work discipline forms a positive and significant role in mediating influence of organizational culture on the performance of NPICE managers.

Supervision influence on Management Performance through Work Discipline.

Based on the indirect effect estimation result, we can see significant value of influence of supervision variable on manager performance through work discipline is $0.037 < \alpha (0.05)$, t-statistic $(2.089) > 1.96$ and a coefficient of 0.275 is positive. This means that work discipline takes a positive role in mediating influence of supervision to manager performance and when supervision is strengthened, it increases work discipline so that it leads to increased manager performance.

Supervision is an important element in fostering organizational members, because it is a control tool for subordinates to do work according to the plan. Supervision is also a monitoring tool for members of the organization so that the implementation of the work of subordinates and the problems encountered within the scope of the organization can be identified. Through supervision, it is expected that the work behavior of members of the organization is in accordance with applicable regulations. This argument is in accordance with Hasibuan's opinion (2016) that one of factors that influence work discipline is supervision.

Furthermore, the role of work discipline is needed so that organizational members have a sense of responsibility and awareness that the regularity of their work behavior contributes greatly to the achievement of organizational goals. To do certain jobs, leaders must be able to manage work discipline properly so that the work behavior of organizational members can reach optimal levels. Compliance with work discipline will be able to advance the organization because employees work according to the plan so that they can increase their performance. This agrees to Saputra's research results (2016) that discipline of work has positively influenced employee performance. Thus, either high or low employee performance is influenced by work discipline. Thus, work discipline has significant and positive role in mediating influence of supervision on the performance of NPICE managers.

Conclusion

Management performance is an important component for improving the governance of NPICE. Improving the performance of managers can be achieved if there is a strengthening of organizational culture, enforcement of supervision along with work discipline. The role of supervision and organizational culture as independent variables has given a positive and significant effect to performance and managers' work discipline. When strengthening organizational culture is accompanied by enforcement of supervision, there will be an increase in performance and work discipline of managers.

The existence of discipline of work as a variable that directly influences manager performance as well as a mediating variable for influence of organization culture and supervision to manager performance is proven positive and significant. For this reason, if the NPICE seeks to improve the performance of managers, it can be done by strengthening the organizational culture accompanied with consistent implementation of supervision and at the same time followed by upholding work discipline.

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