

# Effect of Transformational Leadership, Supervision, Work Discipline and Information Technology on Employee Performance

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## ABSTRACT

Performance has an important role because performance is a behavior that is owned by everyone as work performance is produced by employees in accordance with their role in an organization. This study aims to determine the effect of transformational leadership, supervision, work discipline, and information technology on employee performance at the Kuta Mimba Cooperative. This research was conducted at the Kuta Mimba Cooperative, Kuta District. The number of samples taken from this study was 49 people. Data was collected using a survey approach, where the research instrument used was a questionnaire. The data collected was then analyzed using multiple linear regression analysis techniques. The results show that transformational leadership has a positive and significant effect on employee performance. Supervision has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Information technology has a positive and significant effect on employee performance.

**Keywords:** Employee Performance, Information Technology, Supervision, Transformational Leadership, Work Discipline.

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## I. INTRODUCTION

Bali is one of the provinces that have the potential to contribute to economic growth in Indonesia. The contribution to economic growth in Bali is quite large, namely cooperatives. Cooperative management leads to mutual assistance activities to improve and improve the economic welfare of its members. That is one of the reasons why cooperatives are so beneficial to so many people. To improve the quality of human resources, employees have to understand some basic things such as job descriptions that have been given to all employees in each work department. However, employee performance is still less than optimal in carrying out the work for which they are responsible, this can be seen in employees who are still difficult to achieve the predetermined targets, and employees sometimes feel bored and bored quickly reduces their enthusiasm and enthusiasm of employees at work, this, of course, has a huge impact on employee performance that can cause performance to decline (Yasa & Darmita, 2021).

Human resources performance is an important asset to support the success of an organization such as a cooperative. However advanced technology is today, the human factor still plays an important role in the success or failure of an organization's performance. Performance has an important role because performance is a behavior that is owned by everyone as work performance is produced by employees by their role in an organization. Employees who complete their duties properly and correctly will have high performance. The

success of employee performance will directly shape the success of the organization. Employees will be assessed by the company or management based on the performance given to the company. The better the performance, the opportunities for career development will be very open. However, the employee performance expected by the company does not just happen. Reciprocity between the two parties must occur to be able to complement each other (Ekpoh *et al.*, 2015).

One of the factors that influence the success or failure of an organization is leadership in an organization. A leader must have the power and authority to govern subordinates to achieve the goals set by the company, so naturally, a leader is required to have more skills and intelligence than subordinates. The attitude of the leader will determine the development of the team in the company's organization and the developments to be achieved, which in turn will affect the achievement of employee productivity (Indrayanto *et al.*, 2013). The expertise in developing a team by a leader is the key to the success of the company's activities. One form of leadership that is believed to be able to balance the mindset and reflection of the new paradigm in the flow of globalization is formulated as transformational leadership (James & Ogbonna, 2013).

Transformational leadership will have a tremendous influence on the effectiveness of leadership in a company (Ahmad *et al.*, 2014). The effectiveness of this leadership will have an impact on employee work discipline. An employee will carry out duties more optimally than leader's expectations because of the admiration and obedience that

comes from the charisma of a leader in transformational leadership. The emergence of high work discipline will then have a further impact on employee performance.

The performance of employees or human resources in an organization or company cannot be separated from the influences that exist inside and outside the organization or company, if we look at factors within the organization that affect employee performance, including supervision and work discipline. Work supervision that is not optimal can allow employees to act on their own and even commit violations that are contrary to the rules that apply in the company. In addition to supervision, work discipline also has a significant effect on employee performance. Work discipline is an attitude of respect, appreciation, obedience, and obedience to the applicable regulations, both written and unwritten, and able to carry out them and not avoid accepting the sanctions if he violates the duties and authorities assigned (Khalaf, 2016).

Information technology is a means to improve company and business performance. Empirically, information technology is a means to reduce uncertainty in the organizational environment. In this case, computer technology has the potential to support performance, so many decision-makers invest funds in information technology. But the technology requires a large amount of money or funds to buy such a set of systems.

Kuta Mimba Cooperative has an application called Kuta Mimba Mobile, where this application is used to make it easier for customers to make all kinds of transactions. It's just that this application is only available on Android devices and is not yet available on IOS devices.

The research gap in research conducted by Prayudi (2020) shows that transformational leadership has no significant effect on employee performance. Sari (2018) show that there is a significant positive effect of discipline on employee performance and there is a significant positive effect of work supervision on employee performance. In research conducted by Pinatih *et al.* (2017), the effect of Information Technology on Employee Performance is positive and significant. From the research gap and description of the phenomenon, it can be concluded that further research is needed on transformational leadership, supervision, work discipline, and information technology on employee performance.

## II. LITERATURE REVIEW

### A. Social Exchange Theory

Social exchange theory states that employee behavior towards the organization is strongly influenced by how the organization perceives them. When employees feel they can balance their work and personal lives, they will be proud to be members of the organization. The basic principle of social exchange theory is that the relationship over time, trust, loyalty and mutual commitment to achieve the same goal (Cook *et al.*, 2013).

This study focuses on social exchange theory because social exchange theory can understand the relationship between leaders and employees. Positive and negative exchanges with individuals and organizations affect employee behavior and feelings of commitment to achieving

common goals. Social exchange theory is the basis for how leaders in companies understand employee work behavior because in that work behavior certain motives cause behavior.

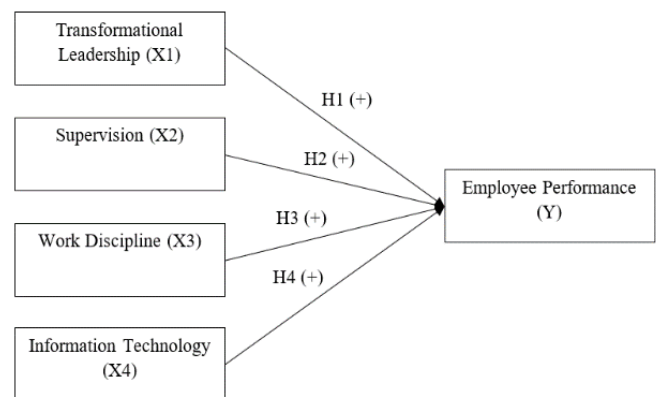


Fig. 1. Conceptual Framework.

### B. Research Hypothesis

The definition of leadership shows that this process involves the individual's ability to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as trait, behavior, situational, transactional and transformation. Purwanto *et al.* (2019), showed that transformational leadership has a positive effect on employee performance, with or without mediating variables. Kartikaningdyah and Utami (2017) explain several things that must be possessed by transformational leadership, including a leader must be sensitive, initiative, creative in finding new ideas and have a positive outlook and be able to solve problems, and have effective communication style with subordinates, as well as the case that employee performance will be influenced by the behavior of the leader as a leader in the company.

H1: "Transformational leadership has a positive and significant effect on employee performance".

Hannang *et al.* (2020) show that supervision has a positive and significant effect on employee performance. Jufrizen (2016) shows that there is a positive and significant influence between the supervisory variables on employee work discipline, to achieve performance it is necessary to carry out supervision to reduce the emergence of errors and improve methods that are considered less effective. Thus, there is a significant effect of supervision on employee performance.

H2: "Supervision has a positive and significant effect on employee performance".

One of the benefits derived from maintaining discipline is the increased efficiency and work productivity of employees so that the company's performance will continue to improve. In every organization, it is necessary to emphasize the discipline of its employees. Through high discipline, employee work productivity can be increased. Therefore it is necessary to instill in every employee the best possible discipline. Susanto (2019) found that work discipline has a positive and significant effect on employee performance. Research conducted by Efendi (2020) found work discipline had a positive and significant effect on employee performance. It is also found by Tanjung (2019) that work

discipline has a positive and significant effect on employee performance.

H3: “Work discipline has a positive and significant effect on employee performance”.

Pramanda (2016) conducting research with the type of explanatory research with a quantitative approach, the sample is the employees of the UB head office, totaling 50 respondents using a saturated sample. In this study, each variable of the usefulness of the use of information technology has a significant effect on employee performance. Sukmawan & Wahdiniwaty (2020), information technology has a positive effect on individual performance. Information technology is the level of application of the use of employee information technology, then information technology will affect individual performance, namely the attitude of individual performance towards computer use. performance improvement if individuals can meet their needs in carrying out and completing their duties

H4: “Information technology has a positive and significant effect on employee performance”.

### III. METHODOLOGY

This research design uses an associative quantitative design, in the sense that this study aims to determine the effect of two or more variables. This study will explain the relationship between influencing and being influenced, the variables to be studied are the influence of transformational leadership, supervision, work discipline, and information technology on employee performance. The sample in this study were employees of the Kuta Mimba Cooperative, totaling 49 people. The method of determining the sample in this study is a saturated sampling technique. Data collection methods used in this study were interviews, questionnaires, and observations. Measurement of respondents' responses to the questionnaire using a Likert scale, namely with a scale of 1-5. The analysis used to solve this research problem is multiple linear regression.

## IV. RESULTS AND DISCUSSION

### A. Description of Research Variables

The distribution of respondents' answers to employee performance with the highest score of 4.27 on the statement “I feel guilty if the work is not as expected” and the lowest score of 4.14 on the statement “I easily work with friends from other divisions or divisions.” The total score for the employee performance variable of 4.21 is included in the very high criteria, meaning that the employees of the Kuta Mimba Cooperative, Kuta District have very high performance and feel guilty if the work is not as expected.

The distribution of respondents' answers to transformational leadership with the highest score of 4.14 on the statement “Leaders often provide enthusiasm with a vision and mission to encourage employees to make more efforts in achieving goals” and the lowest score of 3.59 on the statement “Leaders often motivate employees to improve performance to achieve better results”. The total score for the transformational leadership variable of 3.89 is included in the good criteria, meaning that the leader of the Kuta Mimba

Cooperative, Kuta District has good transformational leadership.

The distribution of respondents' answers to supervision with the highest score of 4.45 on the statement “Leaders always provide input to employees” and the lowest score of 4.37 on the statement “Leaders always provide targets in carrying out tasks for employees”. The total score for the supervision variable of 4.40 is included in the very high criteria, meaning that the management of the Kuta Mimba Cooperative, Kuta District, has very high supervision of its employees.

The distribution of respondents' answers to work discipline with the highest score of 4.45 on the statement “I am always careful in doing my assignments” and the lowest score of 4.06 on the statement “I always obey the rules and never neglect work procedures”. The total score for the work discipline variable of 4.25 is included in the very high criteria, meaning that the employees of the Kuta Mimba Cooperative, Kuta District, have very high work discipline.

The distribution of respondents' answers to work discipline with the highest score of 4.31 on the statement “Information technology can improve performance and benefits for its users” and the lowest score of 4.10 on the statement “Information technology is very easy to understand”. The total score for the work discipline variable of 4.20 is included in the very high criteria, meaning that the Kuta Mimba Cooperative, Kuta District has very high information technology and can improve the performance of its employees.

### B. Multiple Linear Regression Analysis

Sig test results. F of 0.000 which is smaller than the significant value of 0.05 ( $0.000 < 0.05$ ). These results indicate that transformational leadership, supervision, work discipline, and information technology have a simultaneous (together) effect on employee performance. The value of R square is 0.780, which means that the influence of transformational leadership, supervision, work discipline, and information technology on employee performance is 78 percent while the remaining 22 percent is influenced by other factors outside the model.

TABLE I: RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.784	1.910	-	-0.934	0.355
Transformational leadership	0.400	0.105	0.324	3.819	0.000
Supervision	0.215	0.087	0.411	2.459	0.018
Work Discipline	0.389	0.107	0.372	3.644	0.001
Information Technology	0.439	0.182	0.262	2.418	0.020
Fsig= 39.068	R Square =0.780		-	-	-

### C. Transformational Leadership on Employee Performance

The sig.t value of 0.000 is less than the significant value used ( $0.000 < 0.05$ ) and the  $\beta_1$  value of 0.400 indicates a positive direction. This shows that transformational leadership has a positive and significant effect on employee performance, which means H1 is accepted. This means that leaders who apply transformational leadership in the organization will improve employee performance. In this

study, it can be explained that the leader of the Kuta Mimba Cooperative, Kuta District, has excellent transformational leadership followed by very high employee performance. This is evidenced by the results of the average score of respondents' answers on the transformational leadership variable of 3.89 which is included in the good category and the average score of the employee performance variable answers of 4.21 is included in the very high category. These results support Kartikaningdyah and Utami (2017) who prove that transformational leadership has a significant influence on employee performance.

#### D. Supervision of Employee Performance

The sig.t value of 0.018 is less than the significant value used ( $0.018 < 0.05$ ) and the  $\beta_2$  value of 0.215 indicates a positive direction. This shows that supervision has a positive and significant effect on employee performance, which means H2 is accepted. This means that the higher the supervision is given to employees, the more employee performance will increase. In this study, it can be explained that the management of the Kuta Mimba Cooperative, Kuta District has very high supervision of its employees and is followed by very high employee performance as well. This is evidenced by the results of the average score of respondents' answers on the supervisory variable of 4.40 which is included in the very high category and the average score of the employee performance variable answers of 4.21 is included in the very high category. These results support Hannang *et al.* (2020), that supervision has a positive and significant effect on employee performance.

#### E. Work Discipline on Employee Performance

The sig.t value of 0.001 is less than the significant value used ( $0.001 < 0.05$ ) and the  $\beta_3$  value of 0.389 indicates a positive direction. This shows that work discipline has a positive and significant effect on employee performance, which means H3 is accepted. This means that the higher the work discipline possessed by employees, the more employee performance will increase. In this study, it can be explained that the employees of the Kuta Mimba Cooperative, Kuta District, have very high work discipline followed by very high employee performance. This is evidenced by the results of the average score of respondents' answers on the work discipline variable of 4.25 which is included in the very high category and the average score of the answers to the employee performance variable of 4.21 is included in the very high category. These results support Susanto (2019) who found that work discipline has a positive and significant effect on employee performance.

#### F. Information Technology on Employee Performance

The sig.t value of 0.020 is less than the significant value used ( $0.020 < 0.05$ ) and the  $\beta_4$  value of 0.439 indicates a positive direction. This shows that information technology has a positive and significant effect on employee performance, which means H4 is accepted. This means that the higher the information technology used by employees, the employee performance will increase. In this study, it can be explained that the Kuta Mimba Cooperative, Kuta District has very high information technology followed by very high employee performance as well. This is evidenced by the results of the average score of respondents' answers on the

information technology variable of 4.20 which is included in the very high category and the average score of the answers to the employee performance variable of 4.21 is included in the very high category. These results support Sukmawan and Wahdiniwaty (2020).

#### G. Research Limitations

The number of respondents is only 49 people and only discusses the behavior of the employees of the Kuta Mimba Cooperative, Kuta District, so the results of this study cannot be generalized to other companies. This study only uses transformational leadership, supervision, work discipline, and information technology variables to measure employee performance while other variables can affect employee performance outside the model described in this study.

## V. CONCLUSION

To improve performance, leaders need to pay attention to the supervision and work discipline of their employees so that their performance is better and optimal. Leaders should pay attention to information technology to employees or customers so that they are more careful in using information technology. Further research can use qualitative analysis techniques or mixed methods to get better results. Future researchers are expected to develop a research model by adding other variables, such as morale that can affect the performance of the employees of the Kuta Mimba Cooperative.

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