



# Comparative Study of The Effect of Supervision and Leadership on Work Discipline on Male and Women Workers in Sharia Banking Institutions in Semarang City Banks

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## Abstract

**Purpose** - This study aims to examine the effect of supervision and leadership on work discipline and to determine whether or not there are differences in work discipline among male and female workers in Islamic banking institutions in Semarang City.

**Method** - The data collection needed was done through interviews using questionnaires and analysed using a regression test approach to test the effect between variables and a comparative test to examine differences in work discipline behaviour based on gender.

**Result** - The results of the tests carried out in this study indicate that employee work discipline can be explained by supervision and leadership. This study also shows that there are no differences in work discipline for male and female employees who work in Islamic banking institutions in Semarang City.

**Implication** - There is no difference in work discipline for male and female employees, so to improve work discipline, it is done by increasing supervision and leadership that applies fairly and equitably to male and female employees.

**Originality** - Variables developed to explain work discipline behavior based on the results of previous research and have relevance to empirical phenomena. This study was also conducted a comparative study of work discipline behavior based on gender which had never been done in previous research.

**Keywords:** Supervision, Leadership, Work Discipline, Gender.



## Introduction

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2014). According to Sutrisno (2009: 94) the main purpose of discipline is to increase efficiency as much as possible by preventing wastage of time and energy. One of the factors that can affect discipline is the existence of regulations set by the organization. Saydam (2010) revealed that the weakening of employee work discipline will be seen in the work atmosphere such as the high number of absenteeism (absenteeism) of employees, often late employees enter the office or go home earlier than the specified hours, decreased morale and work passion, the development of dissatisfaction.

The weakening or strengthening of employee work discipline, based on studies on the results of previous studies can be influenced by supervisory and leadership factors. Based on the results of the mapping of the results of previous studies, testing the effect of supervision on work discipline still shows inconclusive results. Research conducted by Rasyidi, Achmad., DB Paranoan & Achmad Djumlani (2013), Sampleiling, Alexander (2015), Utari, Khiki (2015), Putra, Syatriawan., Thatok Asmony & Mahyudin Nasir (2016), Hafsari, Aprilia Rosa ., Ida Wahyuni & Bina Kurniawan (2018) show that supervision has a significant positive effect on work discipline. However, in a study conducted by Nuryadin, Agusdin & Suprayetno (2016), Watimah, Lia (2017).

Likewise, the tests on the leadership variable on work discipline conducted by previous researchers also showed different results. In a study conducted by Rasyidi, Achmad., DB Paranoan & Achmad Djumlani (2013), Salim, Nur Agus (2016), Sugiharjo, RJ (2016), Widikusyanto, et al (2016) the influence of leadership on work discipline proved to have a positive and significant effect. However, this is not the case with studies conducted by Utari, Khiki (2015), Nuryadin, Agusdin & Suprayetno (2016), Watimah, Lia (2017) which show that leadership has no significant positive effect on work discipline.

## Literature Review



### **Work Discipline**

The definition of work discipline has been conveyed by many experts. Hasibuan (2014) conceptualizes work discipline as a form of conscious willingness by employees to obey the rules and norms imposed in the company. Sastrohardiwiryo (2002) also conveys the notion of work discipline as an attitude shown by employees to respect, appreciate, obey, obey and be able to carry out the rules imposed in the company, both written and unwritten and not to avoid the existing sanctions if proven to have violated.

### **Supervision**

There are several definitions of supervision. According to Hasibuan (2014), supervision is meaningful as an action that is carried out in a real and effective manner for the purpose of prevention as well as to find out the occurrence of errors, justify the mistakes that occur, carry out maintenance of disciplinary behavior, improve work performance, activate the roles of superiors and subordinates, efforts find a work system that is considered the most effective and in the context of creating a good internal control system so that the company's goals can be realized. Meanwhile, according to Terry & Leslie (2010), supervision is defined as a process to evaluate the implementation of the work carried out by comparing the real implementation with the targeted implementation and taking necessary action.

### **Leadership**

Veithzal (2004) conveys the notion of leadership as a process carried out to be able to influence other people (subordinates) as an effort to be able to achieve company goals. Another understanding of leadership put forward by Amirullah & Budiono (2004) is someone who on his authority can assign tasks to other people (subordinates), has the ability to be able to persuade or influence others (subordinates) which is carried out with a pattern of relationships that are intertwined with both goal-oriented. Ardana et al (2009) provide an understanding of leadership as a process carried out to be able to



influence the activities of other people (subordinates) both individuals and groups that are oriented towards achieving organizational goals.

### **Influence between Variables and Hypothesis Development**

#### **The Effect of Supervision on Work Discipline**

Within the organization or company, employees carry out various activities that support the movement of the organization towards the goals that have been set. Supervision is a form of action that cannot be separated from the existence of an activity. Therefore, supervision is needed to find out any deviations and take action when deviations occur. Through supervision, it will be known the extent to which subordinates carry out their duties and responsibilities in accordance with the rules and norms that apply within the company that reflect employee work discipline. Based on the description above, the following research hypotheses were developed:

H1: Supervision has a positive effect on work discipline.

#### **The Influence of Leadership on Work Discipline**

The leader is the "master" who has a role in determining a company or organization to achieve its goals through resource management, one of which is employees. As a "captain" through leadership that is carried out, a leader can influence and direct the behavior of his subordinates so that organizational or company goals can be achieved. Leadership refers to the attitudes and behaviors carried out by leaders who can be role models and role models for subordinates in acting and behaving daily in the organization. Thus, this leadership can shape the attitudes and behavior of subordinates' work discipline through the example of a leader. Based on the description above, the following research hypotheses were developed:

H2: Leadership has a positive effect on work discipline.

### **Methods**



The population used in this study is male and female workers at Islamic banking institutions in Semarang City. The sample used in this study was obtained through a non-random sampling method with a judgment sampling approach.

Collecting data related to the variables studied in this study was conducted through interviews using a questionnaire. The questionnaire consists of closed statements using the Agree Disagree Scale 1-7. Closed statements are structured in a structured manner based on predetermined variable measurement indicators.

Measurement of monitoring variables is carried out using indicators adopted from research conducted by Watimah (2017) which include: (a) monitoring of results, (b) monitoring of quality, (c) monitoring of time, (d) monitoring of standards /procedure.

The leadership variable is measured using six indicators adopted from research conducted by Winston & Petterson (2006), Yulk (2009), Daft (2012), and Sugiharjo (2016) which include: (a) direction, (b) task delegation, (c) coordination, (d) understanding of tasks, (e) understanding of subordinates, and (f) support.

The measurement of work discipline variables is carried out using indicators adopted from research conducted by Nuryadin & Suprayetno (2016) which include: (a) compliance with the rules of attendance, (b) compliance with the rules of return hours, (c) compliance with the Standards Operational Procedures (SOP), (d) compliance with ethical norms (clothing, shoes, etc.).

There are two statistical test approaches used to analyze the data in this study, namely the multiple regression test which is used to test the effect of supervision and leadership on work discipline and the independent sample t test to perform a comparative test of work discipline based on gender.

## **Results and Discussion**

### **Validity and Reliability Test**



The variables of supervision, leadership and work discipline are measured using indicators adopted from previous research. Therefore, it is necessary to test the validity and reliability as a statistical approach to ensure that the indicators adopted are the right measuring tools and are able to produce consistent measurements.

Based on the results of the validity and reliability tests that have been carried out in this study, it can be seen that the significance value for each indicator is  $< 0.05$  so it can be concluded that the indicator adopted is the right measuring tool for each research variable. Meanwhile, from the results of the reliability test, it can be seen that the resulting Cronbach Alpha value is  $> 0.7$  which means that the measuring instrument is able to produce consistent measurements.

**Table 1. The Result of Validity and Reliability Test of Research Variables**

Variable	Indicator	Correlation Coef	Significance	Alpha Cronbach	
<b>Supervision</b>	X1_1	Monitoring of results	0.903	0.000	0.887
	X1_2	Quality monitoring	0.933	0.000	
	X1_3	Monitoring of time	0.911	0.000	
	X1_4	Monitoring of standards/procedures	0.688	0.000	
<b>Leadership</b>	X2_1	Briefing	0.634	0.000	0.815
	X2_2	Delegation of tasks	0.709	0.000	
	X2_3	Coordination	0.834	0.000	
	X2_4	Understanding of tasks	0.845	0.000	
	X2_5	Understanding of subordinates	0.798	0.000	
	X2_6	Endorsement	0.589	0.000	
<b>Work Discipline</b>	Y1	Compliance with the rules of attendance	0.306	0.001	0.789
	Y2	Compliance with the rules of return time	0.874	0.000	
	Y3	Compliance with Standard Operating Procedures (SOP)	0.918	0.000	
	Y4	Compliance with ethical norms	0.929	0.000	

Source: Primary Data Processed, 2021

**Table 2. T-Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	(Constant)	-2,908	3,743		
1	Supervision	,345	,137	,236	2,518
	Leadership	,438	,102	,401	4.283

a. Dependent Variable: Work Discipline

Source: Primary Data Processed, 2021

### Effect Test

Testing the effect of supervision, leadership on work discipline is carried out using multiple regression tests as a statistical approach. The following are the results of data analysis carried out in this study.

### T-Test

The t-test was used to examine the direct effect of supervision and leadership on work discipline. Testing the significance of the effect on the t test is done by analyzing the significance value compared to  $\alpha = 0.05$ .

### The Effect of Supervision on Work Discipline

Testing the effect of supervision on work discipline resulted in a significance value of 0.013. The significance value (0.013)  $< 0.05$ , which means it can be proven that supervision has a significant positive effect on work discipline.

Testing the influence of leadership on work discipline resulted in a significance value of 0.000. The significance value (0.000)  $< 0.05$ , which means it can be proven that leadership has a significant positive effect on work discipline.

### F-Test

In this study, the F test was used to test the feasibility of the model. Testing the significance of the feasibility of the model with the F test is carried out by analyzing the significance value compared to the value  $\alpha = 0.05$ .

**Table 3. F-Test Results**

		ANOVA <sup>a</sup>				
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2723,788	2	1361,894	27.204	,000b
	Residual	5706,999	114	50.061		
	Total	8430.786	116			

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Leadership, Supervision

Source: Primary Data Processed, 2021

In testing the variables of supervision, leadership and work discipline, the calculated F value is 27.204 with a significance value of 0.000. Because of the significance value ( $0.000 < 0.05$ ), it means that the model which shows that the variation in work discipline explained by the supervisory and leadership variables is the right or proper model to explain the estimated population.

#### Coefficient of Determination

The coefficient of determination is used to determine the magnitude of the model's ability to explain variations that occur in work disciplines. The analysis of the coefficient of determination is carried out using the Adjusted R Square approach.

The Adjusted R Square value generated in this study is 0.311 or 31.1%, which means that changes (up or down) that occur in work discipline, 31.1% are caused by supervision and leadership.

#### Comparative Test

Comparative test is a test conducted to determine whether or not there are differences in work discipline in male and female employees. Because the distribution of research data meets the criteria for a normal distribution, the comparative test in this study was carried out with parametric statistics through the Independent sample t test approach.



**Table 4. Coefficient of Determination**

Model	R	Model Summary		Std. Error of the Estimate
		R Square	Adjusted R Square	
1	,568a	,323	,311	7,075

a. Predictors: (Constant), Leadership, Supervision

Source: Primary Data Processed, 2021

The first step in the comparative test with the Independent sample t test approach is to test the homogeneity of variance by analyzing the significance value of Levene's Test. The significance value of Levene's Test produced in this study is  $0.700 > 0.05$ , which means that the assumption of homogeneity of variance is met.

**Table 5. Comparative Test**

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
Work Discipline	Equal variances assumed	,149	,700	-,547	115	,585	-,897	1,640	-4,145	2,351
	Equal variances not assumed			-,547	87,84	,586	-,897	1,640	-4,156	2,363

Source: Primary Data Processed, 2021



Because the homogeneity of variance is met, the comparative test is carried out by analyzing the significance value at the output equal variances assumed, which is 0.585. Because of the significance value  $(0.585) > 0.05$ , it can be said that the work discipline of Muslim male employees is no different from the work discipline of Muslim female employees who work in formal government and private financial institutions.

## Conclusion

Based on the results of the study on the variables of supervision, leadership and work discipline using empirical data, three research conclusions were produced, namely: 1. Tests on the variables of supervision and work discipline show that supervision has a significant positive effect on work discipline, meaning that to improve employee work discipline, supervision of employees needs to be increased; 2. Tests on the leadership and work discipline variables show that leadership has a significant positive effect on work discipline, meaning that in order to improve employee work discipline it is necessary to improve the leadership carried out by the leader; 3. The results of the comparative test show that there is no difference in work discipline between male and female employees.

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