



THE INFLUENCE OF SUPERVISORY WORK MOTIVATION AND COMPETENCE ON THE PERFORMANCE OF SCHOOL SUPERINTENDENTS IN PADANGSIDIMPUAN CITY EDUCATION OFFICE

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ABSTRACT

The background of this research is related to the performance of school supervisors. School supervisors are ASNs who are one of the school administrative staff assigned to their respective work areas. Permen PAN and RB no. 21 of 2010 article 5 explains that the main duties of school supervisors themselves consist of carrying out academic and managerial supervisory duties in education units. With regard to the main tasks carried out by a school supervisor, of course it is not too much to say that the barometer of national education quality is determined by the level of competence of a school supervisor. Based on the background of the problems above, the problems identified in this study are as follows: 1) The role of school supervisors is not optimal in carrying out supervisory duties and functions, 2) The intensity of attendance of supervisors at target schools is still lacking, 3) Supervisors who come to schools tend to only carry out aspects of managerial supervision while other aspects are given little attention, 4) School supervisors rarely conduct class visits and provide direct guidance to teachers. In addition, school supervisors are considered to be lacking in providing guidance related to educational research. This research uses a quantitative approach. This research was conducted in the Padangsidimpuan City Education Office, on Jl. AH Nasution No. 97 Pijorkoling Padangsidimpuan. carried out from May 2021 to July 2021. with a population of 49 people, data collection techniques were carried out by observing, interviewing and distributing questionnaires/questions. Furthermore, the data were analyzed using SPSS Software Version 26. Based on the results of the study, it was concluded that: 1) The effect of work motivation on supervisory performance is: 67.1%; 2) the influence of Supervisory Competence on Supervisory Performance is: 64.4%; 3) The simultaneous influence of work motivation and competence of supervisors on supervisory performance is 65.6%.

Keywords: *motivation; Competence; performance; supervisors; school.*

1. INTRODUCTION

One of the national agendas in the utilization of government apparatus is the competence development of the State Civil Apparatus (ASN), which is carried out through education and training programs. Education and training programs are intended to develop employee competencies so that they can be used effectively in carrying out government activities, and are the rights of every ASN. This is stated in the ASN Law No. 5 of 2014 article 70 paragraphs 1 and 2, that every ASN employee has the right and opportunity to develop competence through education and training, seminars, courses and upgrading.

School supervisors are ASNs who are one of the school administrative staff assigned to their respective work areas. Permen PAN and RB no. 21 of 2010 article 5 explains that the main tasks of school supervisors themselves consist of carrying out academic and managerial supervisory duties in educational units which include: 1) preparation of supervision programs, 2) implementation of coaching, 3) monitoring of the implementation of eight national education

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standards, 4) assessment, 5) guidance and professional training of teachers, 6) evaluation of the results of the supervision program implementation, and 7) implementation of supervisory duties in special areas. With regard to the main tasks carried out by a school supervisor, of course it is not too much to say that the barometer of the quality of national education is determined by the level of competence of a school supervisor. because a school supervisor has the authority to monitor the implementation of the 8 National Education Standards (SNP). Thus it can be said that the quality of national education is highly dependent on the performance level of school supervisors in carrying out the main tasks assigned to them.

Then to carry out their main duties, the school supervisor performs the supervisory function, namely academic supervision and managerial supervision.

1.1. Academic Supervision

Academic supervision is a supervisory function that relates to aspects of fostering and developing teachers' professional abilities in improving the quality of learning and guidance in schools.

1.2. Managerial Supervision

Managerial supervision or managerial supervision is a supervisory function related to aspects of school management that are directly related to increasing the efficiency and effectiveness of schools which include planning, coordination, implementation, assessment, competency development of teaching staff, and education (Sudjana et al, 2011: 21) . The goal of managerial supervision is to assist school principals and other school staff in managing educational administration

1.3. Formulation of the problem

Based on the background of the problem above, and to clarify the problem as the basis for this writing, the writer tries to formulate the problem as follows:

- a. How much influence does work motivation have on the performance of school supervisors in the Padangsidimpuan City Education Office?
- b. How much influence does the competence of supervisors have on the performance of school supervisors in the Padangsidimpuan City Education Office?
- c. How big is the influence of work motivation and supervisor competence simultaneously on the performance of school supervisors in the Padangsidimpuan City Education Office?

1.4. Research Objectives

The purpose of research is to gain knowledge or new discoveries. To prove or test the truth of existing knowledge. To build on existing knowledge. This study aims to determine:

- a. How big is the influence of work motivation on the performance of school supervisors in the Padangsidimpuan City Education Office.
- b. How much influence does the competence of supervisors have on the performance of school supervisors in the Padangsidimpuan City Education Office.
- c. How much influence does Work Motivation and Supervisor Competence simultaneously have on the performance of School Supervisors in the Padangsidimpuan City Education Office.

2. LITERATURE REVIEW

2.1. Work motivation

Definition of work motivation

Organizational leaders always hope that their employees can carry out the activities assigned to them properly as desired. If the assigned task is not carried out properly, it is necessary



to know the reasons, whether due to a lack of ability to complete the work or a lack of encouragement (work motivation) given by superiors to their subordinates.

Etymologically the word "work motivation" comes from the word motive. Gerungan (2012: 140) gives the meaning of the motive as follows: "the motive is an understanding that includes all drivers, reasons, or impulses in the human being that causes him to do something". Meanwhile Kartono (2010: 135) gives an understanding of work motivation, namely "work motivation is not only in the form of economic needs, but also in the form of respect from the environment, achievement, social status which are immaterial social rewards".

Mangkunegara (2013: 94) says "work motivation is defined as a condition that influences arousing, directing and maintaining behavior related to the work environment". This definition means that someone who is not motivated to work only gives minimum effort in terms of work. The concept of work motivation is an important concept in the study of individual performance. Thus work motivation means giving motives, generating motives or things that give rise to encouragement or circumstances that give rise to encouragement. It can also be said that work motivation is a factor that encourages people to act in a certain way.

Furthermore Handoko (2010: 252) states that "work motivation that exists in a person is a driving force that will manifest a behavior in order to achieve the goal of self-satisfaction".

2.2. Supervisor Competence

Definition of Competence

Competence or ability is defined as a basic characteristic of a person which is itself related to carrying out a job effectively or very successfully.

According to Jackson et.al. (2010: 205) that "competence (competency) is a pattern of knowledge, skills, abilities, behaviors and other measurable characteristics needed by a person to perform a job role or job function properly".

boulter,Dalze, and Hill in Sutrisno (2016: 203) argue: Competence is a basic characteristic of a person that allows him to provide superior performance in a particular job, role or situation. Skills are things people can do well. Knowledge is what a person knows about a topic. Social role is the image shown by someone in public, social role represents what that person thinks is important. That is, competence is knowledge, skills, and basic values that are reflected in the habits of thinking and acting.

2.3. Framework of Thought

Supervisors who have high work motivation will always work hard to overcome all types of problems encountered in the hope of achieving even better results. The achievement of a goal is inseparable from the work motivation of employees at work, because work motivation is a driving force for enthusiasm and willingness to work in achieving employee success. With the existence of work motivation, it is suspected that it will increase professionalism. In other words, a supervisor will do all his work well if there is a motivating factor (work motivation).

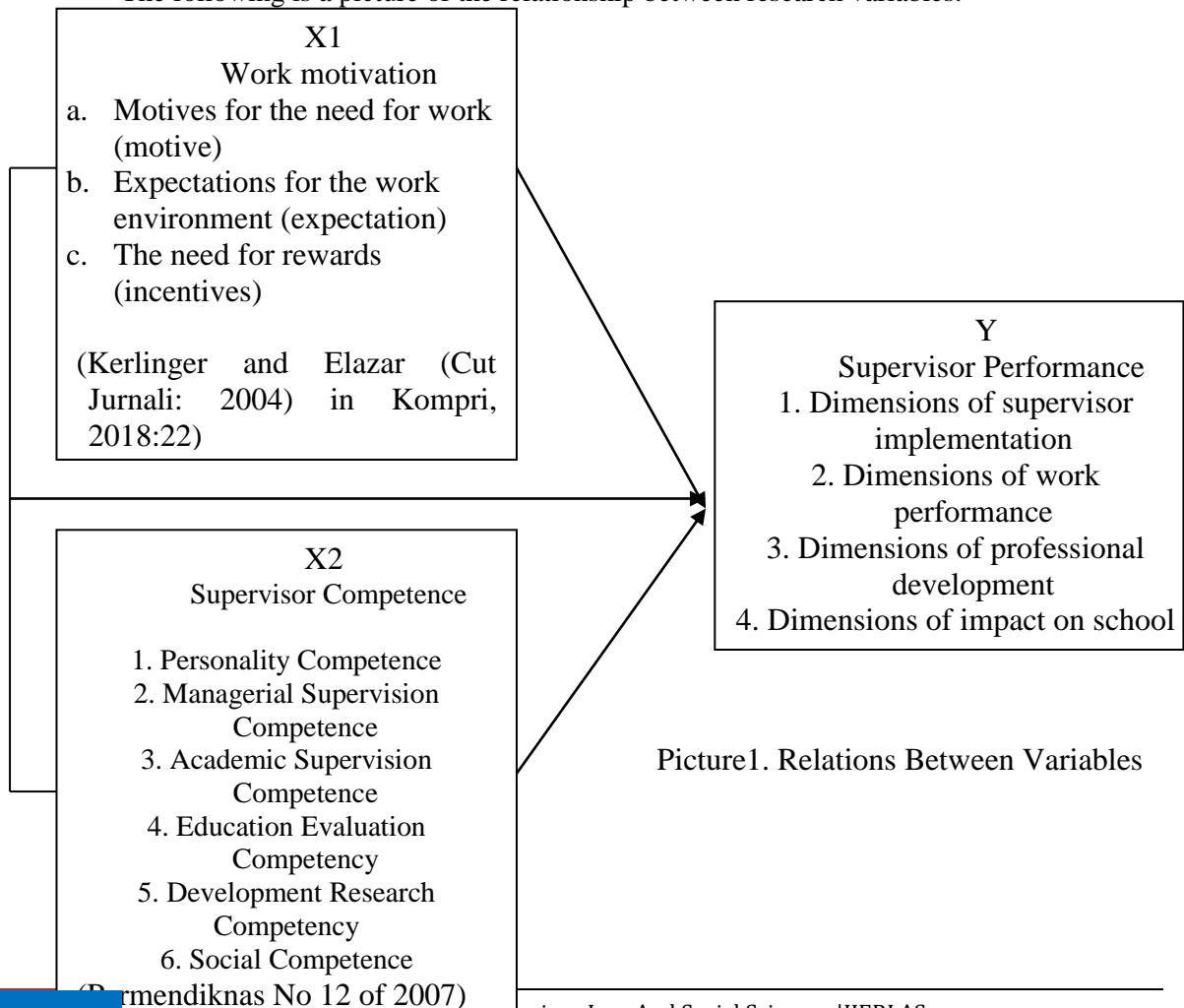
The following is a diagram of a framework for thinking:

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The following is a picture of the relationship between research variables:



Picture1. Relations Between Variables



The hypothesis is a guess or a temporary answer to the questions in the formulation of the research problem. The hypothesis is nothing but a temporary answer to a problem whose truth must be tested empirically. The hypothesis proposed in this study is:

- a. There is an influence of work motivation on the performance of school supervisors in the Padangsidempuan city education office environment determined by the dimensions of the motive for the need for work (motive), expectations for the work environment (expectation) and the need for rewards (incentive).
- b. There is an influence of supervisory competence on the performance of school supervisors in the Padangsidempuan city education office environment determined by the dimensions of personality competence, managerial supervision competence, academic supervision competence, educational evaluation competence, development research competence, and social competence.
- c. There is a simultaneous effect of work motivation and supervisor competence on the performance of school supervisors in the Padangsidempuan city education office environment determined by the dimensions of work motivation and supervisor competence.

The formulation of the hypothesis is:

- H1 = There is an effect of X1's Work Motivation on Supervisor Y's Performance
- H2 = There is an effect of Supervisory Competence X2 on Supervisory Performance Y
- H3 = There is an effect of Work Motivation X1 and Supervisor Competence X2 simultaneously on Supervisor Y Performance.

With a total of 49 respondents/samples and the level of confidence = 95% and $\alpha = 0.05$.

3. RESEARCH METHOD

3.1. Research Methods

This study uses a quantitative approach because the approach used in research proposals, processes, hypotheses, field trips, data analysis and data conclusions up to writing uses aspects of measurement, calculation, formulas and certainty of numerical data. The data was then analyzed using correlation statistical analysis methods. The data collected includes two independent variables, namely work motivation (X1) and supervisory competence (X2) and one dependent variable, namely supervisory performance (Y).

3.2. Place and Research Schedule

This research was conducted in the Padangsidempuan City Education Office, on Jl. AH Nasution No. 97 Pijorkoling Padangsidempuan. This research starts from May 2021 to September 2021.

3.3. Population and Sample

Population

According to Sugiyono (2016: 80) that the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population of this study was 49 school supervisors.

Sample

Sampling from the population is carried out based on the appropriate method. If the subject is less than 100, it is better to take all of them so that the research is a population study. If the number of subjects is large, it can be taken for 10-15% or 20-25% or more. The population or the number of supervisors for SMP Padangsidempuan City Education Office is small than 100 people, so that the entire population of 49 people is taken as a sample, which is called the census sampling method or saturated sample.

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4. RESULTS AND DISCUSSION

4.1. Profile Description of the Research object

Profile of the Padangsidimpuan City Education Office

Based on the Padangsidimpuan Mayor's Regulation Number 42 of 2016 concerning the Duties, Functions and Work Procedures of the Padangsidimpuan City Regional Apparatus, the Padangsidimpuan City Regional Education Office is an agency that is under and responsible to the Mayor of Padangsidimpuan.

The Padangsidimpuan City Education Office's Strategic Plan was prepared based on the results of deliberations and consensus involving all elements within the Padangsidimpuan City Education Office which was driven by a drafting team chaired by the Head of the Padangsidimpuan City Education Office. Padangsidimpuan in carrying out the main tasks and functions carried out by the Padangsidimpuan City Education Office for 5 (five) years and one year and for assessing success at each administrative level of government.

Apart from that, the Strategic Plan that was prepared was also aimed at spurring the implementation of development at the Padangsidimpuan City Education Office so that it is more focused and guaranteed to achieve strategic development goals for the next 5 (five) years. For the Management of the Padangsidimpuan City Education Office, the Strategic Plan is seen as:

- Is a tool for the management of the implementation and implementation of the main tasks and functions of the Padangsidimpuan City Education Office.
- It is an overview of the vision, mission, perceptions, interpretations, and strategies of the Padangsidimpuan City Education Office to anticipate the development challenges it faces.
- As a tool to spur and motivate the apparatus and the community in the process of achieving the set goals.
- As a tool for management to ensure that the implementation of programs and activities is aligned with efforts to achieve the vision, mission, goals and strategic objectives. The 2019-2023 Padangsidimpuan City Education Service Strategic Plan document formally defines a statement of vision, mission, goals and strategic objectives and strategies for achieving them (Programs and Activities). In the next section of this chapter, the substance of the 2019-2023 Padangsidimpuan City Education Service Strategic Plan will be described.

4.2. VISION

Vision is a far-sighted view of the direction and policies and goals of the Padangsidimpuan City Education Office which states where the organization will be taken so that it can exist, be anticipatory, creative and full of innovation in facing the era of globalization that is already in sight and ready to be independent in facing market share.

This Vision Statement is a challenging description of the future state to be achieved by the Padangsidimpuan City Education Office.

After going through the stages of preparing a Strategic Plan based on the noble values that exist in the Padangsidimpuan City Education Office, the vision is as follows:

"The Realization of Quality and Highly Competitive Education"

In order to provide clarity so as not to lead to different interpretations, perceptions and understandings, it is necessary to explain the essence contained in the vision.

1. Padangsidimpuan City

The region and the community and the environment throughout the Padangsidimpuan City Region.

2. Intelligent

A condition that is expected to be marked by residents who are able to formulate and be able to solve their problems quickly and precisely and are based on good and essential morals.



4.3. MISSION

The mission of the Padangsidempuan City Education Office in order to achieve the vision that has been set is:

1. Increasing equity of participation in access to education.
2. Improving the quality of educators and education personnel
3. Realizing an efficient, effective and accountable education management system (Good Governance) by emphasizing the role of School Based Management (SBM) and regional autonomy.

4.4. Goals and Goals

City Education Office Padangsidempuan sets strategic goals based on vision, mission and key success factors. The strategic objectives of the Padangsidempuan City Education Office which are an integral part of the organizational strategic planning process are formulated for each of the objectives that have been set.

The established strategic goals and objectives can be described as follows:

First Mission: Improving Equitable Participatory Access to Education.

a. Facilitating Access to Education

table1. Purpose of Facilitating Access to Education

Target	Program
1. Educational Facilities and Infrastructure 2. Playgroup Operations 3. School Age	- Early Childhood Education Program - Compulsory Education Study Program Basic 9 years - Secondary Education Program - Non-Formal Education Program - Excellent Educational Program

b. Reducing Drop Out Rates

table2. The Goal of Reducing the Drop Out Rate

Target	Program
1. School Dropouts 2. Study groups 3. Public	- Compulsory Education Study Program Basic 9 years - Secondary Education Program - Non-formal Education Program - Cultural Development Program Reading and Library Development

Second Mission: Realizing Facilities and Infrastructure, Quality Education Society

- Teaching and Learning Process Meets Set Standards

table3. The Purpose of the Teaching and Learning Process Meets the Standards Set

Target	Program
1. Facilities and infrastructure 2. Educators and Education 3. Learners	- Early Childhood Education Program - Basic Education Compulsory Education Program 9 Year - Secondary Education Program - Non-Formal Education Program - Outstanding Education Program - Quality Improvement Program for Educators and

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	Education Personnel
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Third Mission :Creating an Accountable Education Management System

- a. Creation of Common Perceptions Among Educators

table4. The Purpose of Creating Common Perceptions Among Educators

Target	Program
<ul style="list-style-type: none"> • Teacher 	<ul style="list-style-type: none"> - Educator Quality Improvement Program And Education Personnel - Service Management Program Education

- b. Increased Professionalism of Educators and Education

table5. The Goal of Increasing the Professionalism of Educators and Education Personnel

Target	Program
<ul style="list-style-type: none"> • Educators and Education Personnel 	<ul style="list-style-type: none"> - Education Quality Improvement Program and Education Personnel

- c. Increasing the Quality of Office Services

table6. The Goal of Increasing the Quality of Office Services

Target	Program
<ol style="list-style-type: none"> 1. Education Office Apparatus 2. Office Facilities and Infrastructure 	<ul style="list-style-type: none"> - Capacity Building Program Apparatus Resources - Discipline Improvement Program Apparatus - Administration Service Program Office - Facility Improvement Program and Apparatus Infrastructure

4.5. The structure of the Padangsidimpuan City Education Office

City Education Office Padangsidimpuan is led by a Head of Service (Echelon II), Secretary and Head of Field 4 (four) echelon III structural officials, namely:

1. Head of Department
2. Secretariat, consisting of:
 - a. Administrative Subdivision
 - b. Co-Administration Implementation Sub-Division
3. The Field of Development of Early Childhood Education and Non-formal Education, consists of:
 - a. Curriculum and Assessment Section.
 - b. Institutional and Infrastructure Section.
 - c. Student and Character Development Section.
4. Field of Basic Education Development, consisting of:
 - a. Curriculum and Assessment Section.
 - b. Institutional and Infrastructure Section.
 - c. Student and Character Development Section.
5. The Field of Personnel Development, consisting of:



- a. Section of Educators and Education Personnel of Early Childhood Education and Non-formal Education
 - b. Section of Educators and Basic Education Education Personnel
 - c. Section of Culture and Cultural Personnel
6. Functional Groups
 7. Service Technical Implementation Unit

4.6. Human Resources (HR) Padangsidimpuan City Education Office

To support the implementation of the main tasks and functions of the Padangsidimpuan City Education Office, there are as many as 64 people, including 49 Supervisors. Data on the number of human resources was obtained as of December 31, 2020.

The composition of human resources (HR) is functional and structural positions, namely:

- Head of Department : 1 person
- School Superintendent : 48 people
- Education staff : 15 people
- _____ Amount : 64 people

With the number of HR for Supervision totaling 49 people.

The composition of the human resources is based on educational strata and class, namely:

According to Education Strata:

- Doctor (S3) : 1 person
- Postgraduate (S2) : 8 people
- Bachelor : 49 people
- Baccalaureate : 0 people
- SENIOR HIGH SCHOOL : 6 people
- _____ Amount : 64 people

By Group

- Group IV b : 41 people
- Group IV a : 2 persons
- Group III c : 2 persons
- Group III b : 6 people
- Group III a : 7 people
- Group II : 6 people
- _____ Amount : 64 people

4.7. Main Tasks and HR Functions of the Padangsidimpuan City Education Office

Based on the Padangsidimpuan City Regional Regulation Number 42 of 2016 concerning the Duties, Functions and Work Procedures of the Padangsidimpuan City Regional Apparatus, the Education Office has the task of assisting the Mayor in carrying out the formulation and policies of the City Government in the field of Education and Culture. The Office of Education in carrying out the task of carrying out functions:

- a. Formulation of technical policies in the field of education and culture;
- b. Management of basic education, early childhood education and non-formal education;
- c. Implementing local content curricula for basic education, early childhood education and formal education;
- d. Development of educators, education and cultural personnel;
- e. Implementation of permits for basic education, early childhood education and non-formal education by the community;
- f. Development of language and literature within the city scope; and
- g. Implementation of other tasks given by the mayor in accordance with the duties and functions.

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5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of research and analysis of Linear Regression with SPSS software version 26, the following conclusions are obtained:

1. sig. for the influence of X1 on Y of: $0.001 > 0.05$ and the value of t count is $9,631 > t$ table 2.013 so it can be concluded that H1 is accepted, meaning that there is an influence of X1 on Y. The magnitude of the influence of Work Motivation (X1) on Supervisory Performance (Y) is: 67.1 %;
2. sig. value for the effect of Supervisory Competence (X2) on Supervisory Performance (Y) of: $0.000 < 0.05$ and t count $9.282 > t$ table 2.013 so it can be concluded that H2 is accepted, meaning there is an influence of Supervisory Competence (X2) on Supervisory Performance (Y). The influence of Supervisory Competence (X2) on Supervisory Performance (Y) is: 64.4%;
3. sig. value for work motivation (X1) and supervisor competence (X2) simultaneously on supervisor performance (Y) is $0.000 < 0.05$ and the calculated F value is $43,860 > F$ table 3.18, so it can be concluded that H3 is accepted meaning there is an influence of work motivation (X1) and Supervisory Competence (X2) simultaneously on Supervisory Performance (Y). The effect of work motivation (X1) and the influence of Supervisory Competence (X2) simultaneously on Supervisory Performance (Y) is: 65.6%

5.2. Suggestion

Based on the results of the analysis carried out, the following suggestions can be put forward:

1. Work motivation

Work motivation has an important role in influencing employee performance. From the results of respondents' responses regarding the attributes of work motivation, it turns out that they are still not optimal. This condition indicates that there are still some employees who are dissatisfied with the work motivation in the Padangsidimpuan City Education Office. To overcome this condition, what needs to be done is to provide regular motivation to employees, for example by providing opportunities for employees to improve their careers through training, giving full confidence to take responsibility and recognizing the achievements of employees.

2. Supervision Competency

Supervisory competence here can also affect employee performance. The results of respondents' responses to the Supervision Competency attribute show that they are still unsatisfactory. This gives an indication that there are still employees who are dissatisfied with the supervisory competence in the Padangsidimpuan City Education Office. To overcome this condition, what can be done by the head of service must be able to direct employee tasks, provide support, and make decisions that can support employee careers.

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