

THE EFFECT OF SELF-EFFICIENCY, WORK MOTIVATION AND SUPERVISION ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS INTERVENING VARIABLES IN THE SERVICES LIBRARY AND ARCHIVES MEDAN CITY

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ABSTRACT

The Medan city library service has the aim of collecting regional documentation materials, especially materials that are considered necessary to be known to the wider community, in the form of written works so that they can be used for the regional development of the Medan Municipality in all fields such as the results of seminars, symposiums, musda, decisions / local government regulations, speeches in official ceremonies, and so on. The purpose of this study was to examine and analyze the effect of self-efficacy, work motivation and supervision on employee performance through work discipline at the Medan City Library and Archives Service directly or indirectly. The approach used in this study is a causal approach. The population in this study were all employees of the Medan City Library and Archives Office. The sample in this study used a saturated sample of 54 employees of the Medan City Library and Archives Office. Data collection techniques in this study used documentation, observation, and questionnaire techniques. The data analysis technique in this SEMPLS software program. The results of this study prove that directly self-efficacy, work motivation, supervision, work discipline have a significant effect on employee performance and self-efficacy, work motivation and supervision have a significant effect on work discipline and indirectly self-efficacy, work motivation and supervision have a significant effect on performance. employees through work discipline at the Medan City Library and Archives Service.

Keywords: Self-Efficacy, Work Motivation, Supervision, Work Discipline, Performance

INTRODUCTION

Performance as something that is visible, where individuals are relevant to organizational goals. Good performance is one of the organizational goals in achieving high work productivity. Achieving good performance cannot be separated from the quality of good human resources (Noor, 2013).

Many factors affect employee performance such as education level, discipline, attitude and work ethic, motivation, nutrition and health, income level, social security, work environment, work climate, technology, production facilities, management, and work performance will increase ability to work. and motivated by the company (Sutrisno, 2009). Self-efficacy is a factor that affects performance. Where individuals believe more that they will do a good job, their efforts will increasingly be put into goals and to achieve those goals (Wijayanti, 2014).

According to (Judge et al. 2007) shows a significant positive correlation between self-efficacy and performance, which means that there is a very strong relationship between self-efficacy and performance. This indicates that the higher the self-efficacy, the better one's work results.

In addition to self-efficacy that affects employee performance, motivation is also one of the factors that greatly affect the employee's performance. Motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities.

Motivation describes a consistent combination of internal and external drives within a person which is indicated by the presence of desire and interest (Susanty & Baskoro, 2012). Good motivation will create good performance. Motivation is giving or generating a motive or it can also be interpreted as a thing or state of being a motive. So motivation is something that causes enthusiasm or encouragement to work (Sutrisno, 2010).

According to (Rahsel, 2016) work motivation has a positive and significant influence on performance. This means that the higher the level of work motivation, the higher the level of performance. Conversely, the lower the level of work motivation, the lower the level of performance. Work motivation has a relationship with performance because work motivation will show how employee morale is in achieving maximum results which will ultimately show how the results work

In addition to influencing employee performance, the right motivation will spur the driving force to create one's work enthusiasm so that they want to work together effectively and are integrated with all their efforts to achieve satisfaction. and enthusiastic to achieve optimal results. Discipline is one of the operative functions of managers. Without good employee discipline, it is difficult for government agencies to achieve optimal results. Employee work discipline can be seen from the completion of tasks and obligations (Kartono, 2015)

Supervision is a process of observing the implementation of all organizational activities to collect data in an effort to find out the achievement of goals and what difficulties are encountered in the implementation. With supervision, the leadership can find out real activities from every aspect and every problem in implementing tasks within the respective organizational units, then if there are deviations, they can immediately take corrective steps and take necessary actions in accordance with the plans that have been set. previously and applicable laws and regulations. (Hasibuan, 2016).

According to (Averus, 2018) supervision has a positive effect on employee performance, this indicates that supervision is one way for general hospital leaders to improve nurse performance, because during the implementation of supervision there is direct contact between general hospital leaders and employees, so that the leadership public hospitals can find out firsthand the work of employees and their achievements. Besides that, supervision is needed according to the needs of the situation and the

goodness of work, so that the implementation of supervision from the leadership of a general hospital is important because it has a great psychological effect for employees in carrying out their work.

Work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the manpower office, so that people who are members of the organization comply with the existing rules with pleasure, so that it is created and formed through the process of a series of behaviors that show the values of obedience, obedience, order, and order. (Afandi, 2016).

According to (Pangarso, 2016) work discipline has a significant positive influence on the performance of the employees of the Basic Social Service Bureau of the Regional Secretariat of West Java Province. Where work discipline basically has a high role in improving employee performance. High work discipline must always be maintained, even improved for the better. Employees who have good work discipline are expected to be able to do their best to complete their work, so that they can produce optimal performance for the company. Disciplined employees tend to be punctual in carrying out established procedures and have high responsibility.

Based on the author's initial observations at the Medan City Library and Archives Office, the authors found a problem where the low performance of employees in doing work can be seen from employees who are less able to complete work on time, this is caused by the lack of employee discipline in doing their work. seen from the fact that there are still some employees who arrive late and leave the room before the appointed hour and even the employee does not return to the office. The inability of employees to solve difficult problems is also the cause of employee work not being on time where many employees are not confident in completing business efficiently without unexpected events (problems), less able to solve problems faced by employees.

In addition, the lack of supervision from the leadership is also the cause of the inability of employees to carry out their work where supervision is carried out in the form of absenteeism, besides that the leader rarely interacts directly with his subordinates to see if each employee has completed their respective duties properly and on time.

LITERATURE REVIEW

Understanding Performance

According to Mangkunegara, (2014, p. 18) argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. according to (Wibowo, 2010, p. 7) states that performance comes from the word performance which means the result of work or work performance. However, it should be understood that performance is not just the result of work or work performance, but also includes how the work process takes place.

Self-Efficacy

According to Feist & Feist, (2010, pp. 213-215) Self Efficacy can be grown and studied through four factors, namely: Experience mastering something (master experience), Social modeling, Social persuasion, Physical and Emotional Condition

Meanwhile, according to Lent, Brown, & Larkin, (1986, p. 315), indicators of self-efficacy refer to the dimensions of self-efficacy, namely level, strength, and generality. By looking at these three dimensions, there are several indicators of self-efficacy, namely: Confidence to be able to complete certain tasks, Confidence can motivate oneself to take the necessary actions to complete tasks, Convinced that oneself is able to try hard, persistently and diligently, Convinced that self is able to withstand obstacles and difficulties, Confidence to be able to solve problems in various situations.

Work Motivation

According to (Afandi, 2016, p. 221) As for the goals and benefits of motivation, namely: Improve employee morale and job satisfaction, Increase employee productivity, Maintaining the stability of company employees, Streamlining employee procurement, Improve employee work discipline, Creating a good working atmosphere and relationship, Increase loyalty, creativity, and employee participation. Improving the level of employee welfare Enhancing the sense of responsibility of employees towards their duties, Improve the efficient use of tools and raw materials. Meanwhile, according to (Sunyoto, 2012, p. 13), there are seven motivational factors, namely: Promotion, Work performance, The work itself, award, Responsibility, Confession, Success at work. Indicators of work motivation according to (Siagian, 2010, p. 138) are: driving force, Will Willingness Skill, Skills, Responsibility, Obligation, Aim

Supervision

According to (Handoko, 2016, p. 366) the factors that influence supervision are: Organizational Environmental Changes, Changes in Organizational Complexity, Errors, Managers Need to Delegate Authority. According to (Handoko, 2016, p. 374), suggesting good supervision indicators are: Accurate, In a timely manner, Focusing on strategic oversight points, Objective and comprehensive, Economically realistic, Organizationally realistic, Coordinated with the work flow of the organization, Flexibilit, Guiding and operational in nature, Accepted by the members of the organization

Work Discipline

To maintain and improve good discipline is a difficult thing, because many factors influence it. Discipline is an attitude that cannot arise by itself towards employees, to give birth to a disciplined attitude, this attitude must always be trained and applied to employees. According to (Afandi, 2016, p. 1) Work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the manpower office and so on the people who are members of the organization submit to the existing order with pleasure, so that it is created and formed through the process of a series of behaviors that show the values of obedience, obedience, order, and order. So the factors that affect work discipline according to (Hasibuan, 2012, pp. 194-198) are as follows: Goals and Abilities, Leadership Example, remuneration, Justice, Waskat, Penalty Sanctions, Firmness, Human Relations. According to (Handoko, 2014, p. 145) said there

are two forms of discipline including: Preventive Discipline, Corrective Discipline. according to (Afandi, 2016, p. 89) concluded that the indicators of work discipline are: time compliance, effective use of time, never absent from work/not working, complying with all organizational or company regulations, work targets, making daily work reports.

CONCEPTUAL FRAMEWORK

Self-efficacy is an individual's belief in his or her abilities in carrying out tasks or actions needed to achieve goals. A person with high self-efficacy believes they are able to do something to change the events around them, while someone who has low self-efficacy considers himself unable to do everything around him. In difficult situations, people with low self-efficacy will easily give up while high self-efficacy will try harder to overcome the challenges. Self-efficacy is one of the individual's self-regulation abilities.

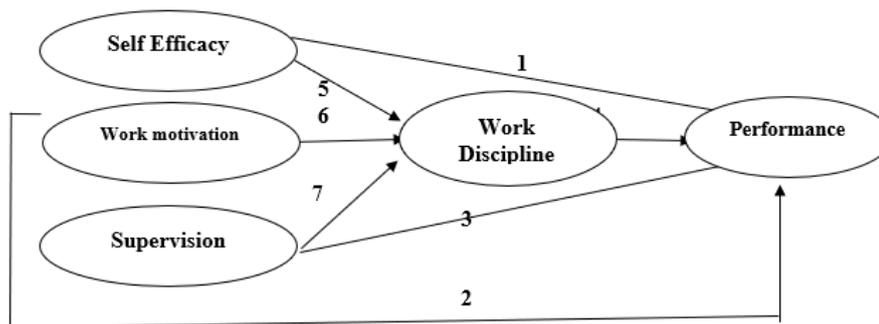
According to (Subagyo, 2014) High self-efficacy tends not to give up easily when faced with work difficulties. However complex the tasks and work that must be done, people with high self-efficacy will tend to be motivated to be able to complete, there is no motivation to leave their job or organization just because of difficulties or obstacles in carrying out tasks and work. (Saraswati, Dewi, & Piartini, 2017) concluded that self-efficacy affects performance.

The work motivation of the success and success of one's life will be predictable. Individuals who are enthusiastic are usually always optimistic and confident in their abilities to do something. Conversely, individuals with low self-esteem will experience obstacles in their lives, both in interacting with other individuals and in work. One of the factors to improve work discipline is motivation. Basically, a company not only expects employees to be willing and able to work diligently, but how to have high motivation to achieve organizational goals, the abilities, skills and skills of employees are meaningless if it is not followed by high motivation from each employee to improve work discipline.

Effective supervision requires a high level of leadership including moral formation, developing cooperation, the ability to instill discipline and regarding human nature. This is because the leader has a great influence in enforcing the discipline of subordinates. The relationship between supervision and employee work discipline.

Work discipline is an attitude, behavior, and actions that are in accordance with both written and unwritten regulations. The decrease in employee discipline can make the targets set by the company not achieved. This indicates that the employee's performance has not been optimal due to the discipline factor.

From the description of the conceptual framework, the authors draw a conceptual framework so that it can be clearer the influence of each independent variable on the dependent variable. The following is a schematic drawing of a conceptual framework:



Picture 1 Conceptual Framework

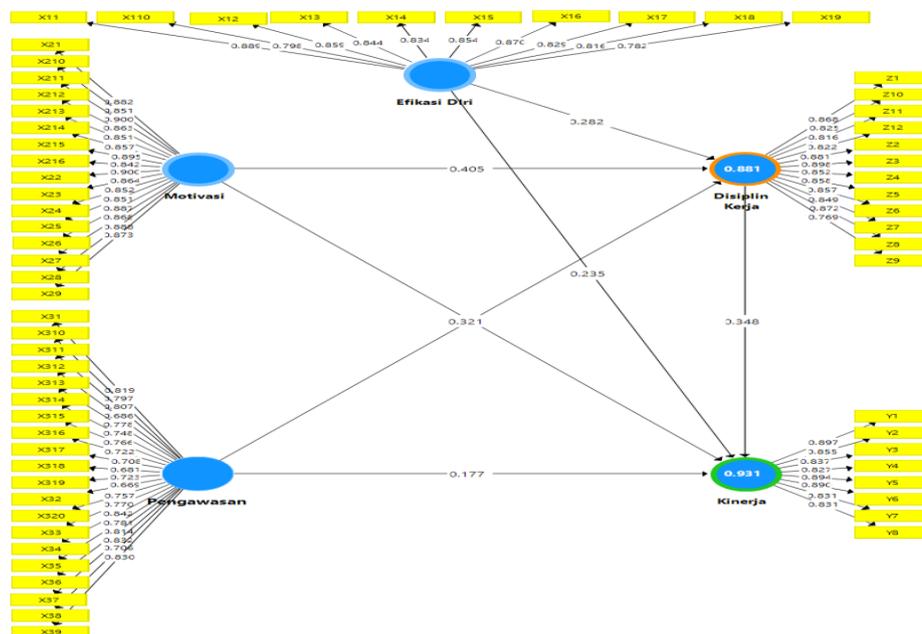
RESEARCH METHODS

This verification approach is used to determine the effect of self-efficacy, work motivation, supervision on employee performance through employee work discipline on self-efficacy, work motivation, supervision. The population in this study were all Civil Servants in the Medan City Library and Archives Service totaling 54 people. As for determining the number / size of the sample in this study using the census sampling method where all members of the population were sampled, namely 54 Civil Servants in the Medan City Library and Archives Service. This data will be analyzed with a quantitative approach using statistical analysis, namely the partial least square - structural inquiry model (PLSSEM) which aims to perform path analysis with latent variables

RESEARCH RESULT AND DISCUSSION

Outer Model Analysis

Reability Item



Picture 1 SEM PLS

The calculation results can be seen that the loading factor for Self-Efficacy including for X11 is 0.889; X12 is 0.859; and X13 of 0.844 and so on. For Variable X2 (Motivation), it can be seen that the loading factor for X21 is 0.882; X22 of 0.900; X23 is 0.864 and so on.

From the picture above, it can be seen that all loadings are worth more than 0.5 so there is no need to set aside. Thus, each indicator is valid to explain each latent variable, namely Self-Efficacy, Motivation, Supervision, Work Discipline, and Performance.

In addition to showing the validity of the items from each indicator, the loading factor also shows the magnitude of the contribution of each indicator to the factor. For Self-Efficacy, the indicator that has the largest loading is X11 or I am able to do very difficult tasks. As for motivation, the biggest loading factor is X211 or I am responsible for a task or work that I do and at X22 or the Leader always gives attention or motivation to employees. For indicators on Supervision, the largest loading factor is X34 or Agencies carry out an assessment of the implementation of supervision. Indicator on Work Discipline, the biggest loading factor is Z3 or I carry out work according to my responsibilities. Indicators on Performance, the biggest loading factor is Y1 or I can complete work according to the standards set by the Medan City Library and Archives Service.

Composite Reability

Tabel 1 Composite Reability Results

| Variable | Cronbach's Alpha | Average Variance Extracted |
|-----------------|------------------|----------------------------|
| Work Discipline | 0.967 | 0.737 |
| Self Efficacy | 0.949 | 0.685 |
| Performance | 0.950 | 0.741 |
| Motivation | 0.965 | 0.654 |
| Supervision | 0.962 | 0.585 |

Based on table 1 above, it shows that the composite reliability value for self-efficacy is 0.949; Motivation of 0.965; Supervision of 0.962. Meanwhile for Work Discipline and Performance of 0.967 and 0.950. The five latents get the value *cronbach's alpha* above 0.6 so it can be said that all factors have good reliability or reliability as a measuring tool. Based on table 1 above, it shows that the AVE value for self-efficacy is 0.685; Motivation of 0.654; Supervision of 0.585. Meanwhile for Work Discipline and Performance of 0.737 and performance of 0.741. The five variables have an AVE that is above 0.5 so that the construct has good convergent validity where the latent variable can explain the average of more than half the variance of the indicators.

Disciminant Validity

Table 2 Discriminant Validity

| Indicator | Work Discipline | Self Efficacy | Performance | Motivation | Supervision |
|-----------|-----------------|---------------|-------------|--------------|--------------|
| X11 | 0.803 | 0.889 | 0.805 | 0.768 | 0.706 |
| X110 | 0.666 | 0.798 | 0.659 | 0.612 | 0.653 |
| X12 | 0.798 | 0.859 | 0.842 | 0.714 | 0.768 |
| X13 | 0.78 | 0.844 | 0.817 | 0.761 | 0.666 |
| X14 | 0.702 | 0.834 | 0.749 | 0.633 | 0.709 |
| X15 | 0.789 | 0.854 | 0.813 | 0.748 | 0.753 |
| X16 | 0.687 | 0.87 | 0.666 | 0.603 | 0.654 |
| X17 | 0.686 | 0.829 | 0.714 | 0.641 | 0.623 |
| X18 | 0.598 | 0.816 | 0.656 | 0.579 | 0.551 |
| X19 | 0.725 | 0.782 | 0.724 | 0.639 | 0.667 |
| X21 | 0.797 | 0.748 | 0.797 | 0.882 | 0.68 |
| X210 | 0.782 | 0.715 | 0.798 | 0.851 | 0.684 |
| X211 | 0.849 | 0.69 | 0.828 | 0.9 | 0.764 |
| X212 | 0.815 | 0.712 | 0.796 | 0.863 | 0.725 |
| X213 | 0.703 | 0.618 | 0.76 | 0.851 | 0.634 |
| X214 | 0.709 | 0.694 | 0.79 | 0.857 | 0.603 |
| X215 | 0.758 | 0.715 | 0.808 | 0.895 | 0.702 |
| X216 | 0.697 | 0.699 | 0.757 | 0.842 | 0.66 |
| X22 | 0.816 | 0.748 | 0.802 | 0.9 | 0.664 |
| X23 | 0.728 | 0.63 | 0.73 | 0.864 | 0.676 |
| X24 | 0.766 | 0.66 | 0.74 | 0.852 | 0.636 |
| X25 | 0.763 | 0.769 | 0.783 | 0.851 | 0.629 |
| X26 | 0.757 | 0.693 | 0.751 | 0.887 | 0.71 |
| X27 | 0.798 | 0.743 | 0.813 | 0.868 | 0.782 |
| X28 | 0.801 | 0.658 | 0.787 | 0.888 | 0.645 |
| X29 | 0.733 | 0.71 | 0.779 | 0.873 | 0.635 |
| X31 | 0.678 | 0.683 | 0.733 | 0.638 | 0.819 |
| X310 | 0.703 | 0.702 | 0.748 | 0.612 | 0.797 |
| X311 | 0.712 | 0.676 | 0.731 | 0.705 | 0.807 |
| X312 | 0.56 | 0.506 | 0.562 | 0.481 | 0.686 |
| X313 | 0.704 | 0.6 | 0.654 | 0.646 | 0.778 |
| X314 | 0.657 | 0.561 | 0.624 | 0.503 | 0.748 |
| X315 | 0.594 | 0.646 | 0.651 | 0.555 | 0.766 |
| X316 | 0.689 | 0.606 | 0.644 | 0.664 | 0.722 |
| X317 | 0.663 | 0.583 | 0.641 | 0.568 | 0.708 |
| X318 | 0.537 | 0.493 | 0.509 | 0.398 | 0.681 |
| X319 | 0.709 | 0.638 | 0.749 | 0.731 | 0.723 |
| X32 | 0.568 | 0.56 | 0.544 | 0.455 | 0.669 |

| | | | | | |
|------|--------------|-------|--------------|-------|--------------|
| X320 | 0.633 | 0.6 | 0.627 | 0.599 | 0.757 |
| X33 | 0.624 | 0.738 | 0.741 | 0.546 | 0.77 |
| X34 | 0.703 | 0.676 | 0.717 | 0.684 | 0.842 |
| X35 | 0.598 | 0.518 | 0.651 | 0.543 | 0.781 |
| X36 | 0.795 | 0.705 | 0.775 | 0.702 | 0.814 |
| X37 | 0.711 | 0.579 | 0.7 | 0.656 | 0.832 |
| X38 | 0.586 | 0.587 | 0.568 | 0.455 | 0.706 |
| X39 | 0.713 | 0.648 | 0.701 | 0.623 | 0.83 |
| Y1 | 0.838 | 0.78 | 0.897 | 0.764 | 0.769 |
| Y2 | 0.764 | 0.81 | 0.855 | 0.798 | 0.776 |
| Y3 | 0.789 | 0.776 | 0.837 | 0.824 | 0.783 |
| Y4 | 0.768 | 0.719 | 0.827 | 0.734 | 0.687 |
| Y5 | 0.85 | 0.8 | 0.894 | 0.787 | 0.829 |
| Y6 | 0.838 | 0.845 | 0.89 | 0.799 | 0.708 |
| Y7 | 0.827 | 0.744 | 0.831 | 0.704 | 0.712 |
| Y8 | 0.776 | 0.657 | 0.831 | 0.763 | 0.741 |
| Z1 | 0.868 | 0.715 | 0.799 | 0.701 | 0.739 |
| Z10 | 0.825 | 0.676 | 0.764 | 0.7 | 0.71 |
| Z11 | 0.816 | 0.71 | 0.78 | 0.661 | 0.661 |
| Z12 | 0.822 | 0.764 | 0.798 | 0.74 | 0.717 |
| Z2 | 0.881 | 0.804 | 0.83 | 0.779 | 0.805 |
| Z3 | 0.898 | 0.789 | 0.841 | 0.854 | 0.782 |
| Z4 | 0.852 | 0.847 | 0.814 | 0.781 | 0.818 |
| Z5 | 0.858 | 0.784 | 0.831 | 0.76 | 0.74 |
| Z6 | 0.857 | 0.731 | 0.798 | 0.851 | 0.732 |
| Z7 | 0.849 | 0.706 | 0.731 | 0.672 | 0.72 |
| Z8 | 0.872 | 0.753 | 0.849 | 0.779 | 0.729 |
| Z9 | 0.769 | 0.504 | 0.642 | 0.676 | 0.627 |

Based on table 2 above, it shows that the value of discriminant validity or loading factor for X11 on self-efficacy is 0.889. X11 indicator correlation is higher on Self-Efficacy than on Motivation, which is 0.768; especially on Supervision (0.706), and Work Discipline of 0.803 and Performance (0.805). The correlation of the X21 indicator is higher in Motivation (0.882) than in Supervision, which is 0.680; especially on Work Discipline (0.797) and on Self-Efficacy of 0.748 and on Performance (0.797), and so on. All loading factor values for each variable have a higher correlation with the variable compared to other variables. Similarly, the indicators for each variable. This shows that the placement of indicators on each variable is correct.

Inner Model Analysis

Model Goodnes Test (Goodness of Fit)

Table 3 Results of Average Communalities Index

| Variable | AVE | R Square |
|-----------------|-------|----------|
| Work Discipline | 0.737 | 0.850 |
| Self Efficacy | 0.685 | |
| Performance | 0.741 | 0.921 |
| Motivation | 0.654 | |
| Supervision | 0.585 | |

| | | |
|---------|-------|-------|
| Average | 0.680 | 0.886 |
| GOF | 0.640 | |

Based on Table 3 above, the average result of communalities is 0.680. This value is then multiplied by R2 and rooted. The calculation results show that the GoF value of 0.640 is more than 0.36 so that it is categorized as a large GoF, meaning that the model is very good (has a high ability) in explaining empirical data.

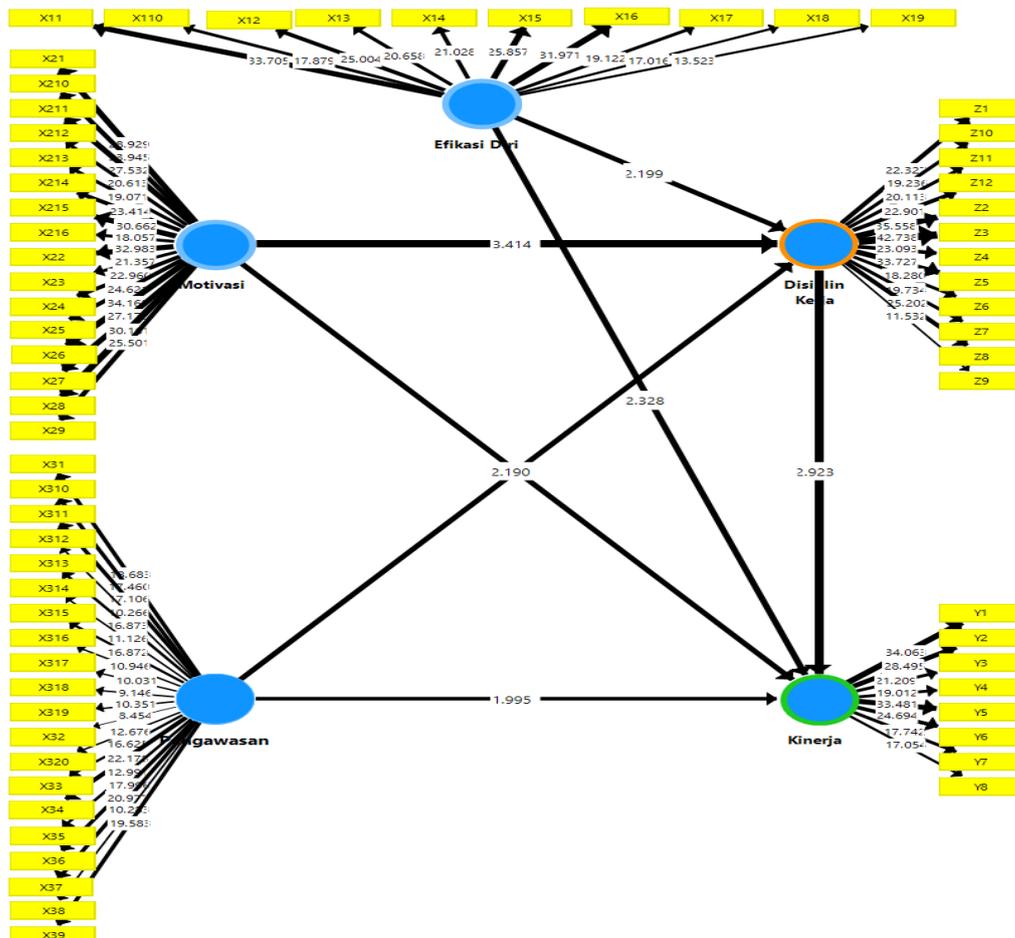
Table 4 R2 result

| Dependent | R Square | R Square Adjusted |
|-----------------|----------|-------------------|
| Work Discipline | 0.850 | |
| Performance | 0.921 | |

Source: 2021 Data Processing Results

From the table above 4 it is known that the effect of X1, X2 X3 and Z on Y with an r-square value of 0.921 indicates that the variation in the value of Y can be explained by variations in the values of X1, X2, X3 and Z of 92.1% or in other words that the model is substantial (strong), and 7.9% is influenced by other variables. While testing the effect of X1, X2 and X2 on Z with an r-square value of 0.850, it indicates that the variation in the value of Z can be explained by variations in the values of X1, X2 and X3 of 85.0% or in other words that the model is substantial (strong), and 15.0% influenced by other variables

Hypothesis Test



Picture 2 T-Value Inner and Outer Model

There are several stages in evaluating a structural model. The first is to see the significance of the effect between the constructs. This can be seen from the path coefficient which describes the strength of the relationship between constructs.

Path Coefficient Result Direct Effect

Table 5 Path Coefficient Results Direct Effect

| Hypothesis | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|----------------------------------|---------------------|----------------------------|--------------------------|----------|
| Work Discipline -> Performance | 0.348 | 0.119 | 2,923 | 0.004 |
| Self Efficacy -> Work Discipline | 0.282 | 0.128 | 2,199 | 0.028 |
| Self Efficacy -> Performance | 0.235 | 0.101 | 2,328 | 0.020 |
| Motivation -> Work Discipline | 0.405 | 0.119 | 3,414 | 0.001 |
| Motivation -> Performance | 0.265 | 0.018 | 2,250 | 0.025 |
| Supervision -> Work Discipline | 0.321 | 0.147 | 2.190 | 0.029 |
| Monitoring -> Performance | 0.177 | 0.089 | 1995 | 0.047 |

Source: 2021 Data Processing Results

The test criteria is to reject Ho if t count >= 0.05 or P value <= 5% or 0.05. From the table above, it can be seen that:

- The t statistic for Self-Efficacy towards Work Discipline is 2.199 and the P-value is 0.028. When compared with the value of = 0.05, then 0.028 <= 0.05 so that Ho is rejected. The positive path coefficient indicates the better the Self-Efficacy, the better the Work Discipline.
- The t-statistic value for Motivation to Work Discipline is 3.414 and P-value is 0.001. When compared with the value of = 0.05, then 0.001 <= 0.05 so that Ho is rejected. Thus, it can be concluded that there is a significant influence of motivation on work discipline. The positive path coefficient indicates the better the motivation, the better the work discipline.
- The t-statistic value for Supervision of Work Discipline is 2.190 and the P-value is 0.029. When compared with the value of = 0.05, then 0.029 <= 0.05 so that Ho is rejected. The magnitude of the effect of Supervision on Work Discipline is 0.321. A positive path coefficient indicates the better the supervision, the better the work discipline.
- The t-statistic value for Work Discipline on Performance is 2,923 and the p-value is 0.004. When compared with the value of = 0.05, then 0.004 <= 0.05 so that Ho is rejected. The positive path coefficient indicates the better the work discipline, the better the performance.
- The t-statistic value for Self-Efficacy on Performance is 2.328 and the P-value is 0.020. When compared with the value of = 0.05, then 0.020 <= 0.05 so that Ho is rejected. The magnitude of the effect of Self-Efficacy on Performance is 0.235. A positive path coefficient indicates the better the Self-Efficacy, the better the Performance.
- The t-statistic value for Motivation on Performance is 2.250 and the p-value is 0.025. When compared with the value of = 0.05, then 0.025 <= 0.05 so that Ho is rejected. The magnitude of the influence of motivation on performance is 0.265. The positive path coefficient indicates the better the motivation, the better the performance.
- The t-statistic value for Supervision of Performance is 1.995 and the P-value is 0.047. When compared with the value of = 0.05, then 0.047 <= 0.05 so that Ho is rejected. A positive path coefficient indicates that the better the supervision, the better the performance.

Indirect Effect

Table 6 Path Coefficient Results Indirect Influence with Work Discipline as Mediator

| Hypothesis | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|------------------------------|---------------------|----------------------------|--------------------------|----------|
| Self Efficacy -> Performance | 0.098 | 0.049 | 2.018 | 0.044 |
| Motivation -> Performance | 0.141 | 0.064 | 2.202 | 0.028 |
| Monitoring -> Performance | 0.112 | 0.073 | 1,528 | 0.127 |

Source: 2021 Data Processing Results

The test criteria is to reject Ho if t count >= 0.05 or P value <= 5% or 0.05. From the table above, it can be seen that:

- The t-statistic value for Self-Efficacy on Performance through Work Discipline is 2.018 and the P-value is 0.044. When compared with the value of = 0.05, then 0.044 <= 0.05 so that H0 is rejected. Thus, it can be concluded that there is a significant effect of Self-Efficacy on Performance through Work Discipline as an intervening.
- The t-statistic value for Supervision of Performance through Work Discipline is 2.202 and the P-value is 0.028. When compared with the value of = 0.05, then 0.028 <= 0.05 so that H0 is rejected. Thus, it can be concluded that there is a significant effect of Supervision on Performance through Work Discipline as an intervening.
- The t-statistic value for Motivation on Performance through Work Discipline is 1.528 and the P-value is 0.127. When compared with the value of = 0.05, then 0.127 >= 0.05 so that H0 is rejected. Thus, it can be concluded that there is no significant effect of motivation on performance through work discipline as an intervening.

DISCUSSION

The Effect of Self-Efficacy on Performance

From the results of the analysis of hypothesis testing, it is known that self-efficacy has a significant effect on the performance of the Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (Saraswati, Dewi, & Piartini, 2017) concluded that self-efficacy affects performance.

This shows that with the increasing self-efficacy of the employees of the Medan City Library and Archives office, the employee's performance will increase where with the confidence that employees have that they are able to do their jobs successfully, they will feel happier with their work. Employees who are confident that they are competent so that employees will be easier and more enthusiastic in doing their jobs so that employee performance will increase.

According to (Subagyo, 2014) High self-efficacy tends not to give up easily when faced with work difficulties. However complex the tasks and work that must be done, people with high self-efficacy will tend to be motivated to be able to complete, there is no motivation to leave their job or organization just because of difficulties or obstacles in carrying out their duties and work.

The Effect of Work Motivation on Performance

From the results of the analysis of hypothesis testing, it is known that work motivation has a significant effect on the performance of Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (Astika & Yasa, 2018) and (Susanti, 2017) concluded that work motivation has a significant effect on performance.

This shows that work motivation is able to improve the performance of the Medan City Library and Archives office employees, where the Medan City Library and Archives office leader provides direction and is easy to mingle with employees in paying attention to employees, so these employees will be more enthusiastic in doing their work and will establish work. with co-workers so that the employee's work will be completed on time.

The Effect of Supervision on Performance

From the results of the analysis of hypothesis testing, it is known that supervision has a significant effect on the performance of the Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (Rosmiati, 2017) and (Satriadi, 2017) concluded that supervision has a significant effect on performance.

This shows that supervision is able to improve the performance of the Medan City Library and Archives office staff. Where the leadership carries out routine supervision both directly and indirectly so that employees will be able to act and behave in accordance with the procedures that have been made, thus employees will always do their work in accordance with the rules that have been made so that employee performance will increase.

Effective supervision requires a high level of leadership including moral formation, developing cooperation, the ability to instill discipline and regarding human nature. This is because the leader has a great influence in enforcing the discipline of subordinates. The relationship between supervision and employee work discipline.

The Effect of Work Discipline on Performance

From the results of the analysis of hypothesis testing, it is known that work discipline has a significant effect on the performance of the Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (North & Rasto, 2019) and (Hadiati, 2018) concluded that work discipline has a significant effect on performance.

This shows that work discipline is able to improve the performance of the Medan City Library and Archives office employees, where with the level of discipline possessed by employees, employees will obey the rules made so that teachers will be more enthusiastic in doing their work, thus employee performance will increase. Good discipline reflects a person's sense of responsibility for the tasks assigned to employees. Because with the development of an organization/company and the higher technology used by the company, it causes frequent changes and the breadth of work that will be carried out by the workforce, so discipline needs to be held so that the goals of the organization/company can be achieved.

The Effect of Self-Efficacy on Work Discipline

From the results of the analysis of hypothesis testing, it is known that self-efficacy has a significant effect on the work discipline of the Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (Siregar, 2016) concluding that self-efficacy has a significant effect on work discipline.

This shows that with the more effective the self-efficacy of the Medan City Library and Archives office employees, job satisfaction will increase. Where with employees who are able to solve their work problems, employees will be more happy in doing their jobs so that the work of employees can be completed on time so that employees will be more satisfied and thus employees will be more obedient to the rules that have been made.

The Effect of Work Motivation on Work Discipline

From the results of the analysis of hypothesis testing, it is known that work motivation has a significant effect on the work discipline of the Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (Rizal & Radiman, 2019) and (Susanty & Baskoro, 2012) which concludes that motivation has a significant influence on employee work discipline.

This shows that with the increase in work motivation, the work discipline of the Medan City Library and Archives office employees will increase. Where the leader always provides motivation, direction and provides encouragement to the employees of the Medan City Library and Archives office to always obey the rules and foster employee morale so that employees will feel satisfied. Thus, employees always obey the regulations contained in the Medan City Library and Archives office.

The Effect of Supervision on Work Discipline

From the results of the analysis of hypothesis testing, it is known that supervision has a significant effect on the work discipline of the Medan City Library and Archives office employees. The results of this study are in line with the results of previous research conducted by (Rizal & Radiman, 2019) (Meika, Purnmo, & Wahjuni, 2017) and (Sigar, Sambul, & Asaloei, 2018) which concludes that supervision has a significant effect on employee work discipline.

This shows that the better the supervision carried out by the leader of the Medan City Library and Archives office employees, the better the employee will be, where the leadership carries out routine supervision both directly and indirectly so that employees will be able to act and behave in accordance with what is expected. desired by the organization, which will ultimately determine the achievement of predetermined goals. So the supervision carried out by the leader is to direct efforts to create an orderly and disciplined atmosphere, which grows and develops on the consciousness within itself.

The Effect of Self-Efficacy on Performance Through Work Discipline

From the results of the analysis of hypothesis testing, it is known that self-efficacy has a significant effect on employee performance through the work discipline of the Medan City Library and Archives office.

This shows that with the increasing self-efficacy of the employees of the Medan City Library and Archives office, the employee's work discipline will be higher so that employee performance will increase where individuals who have the confidence that they are able to do work successfully will feel happier with their work. who are confident that they are competent so that employees will be more obedient to existing regulations, Individuals with high self-efficacy are more involved, more responsible, enjoy more, and are happier with the work they are responsible for. This situation reflects a strong self-assessment of self-competence so that employee performance will increase.

The Effect of Work Motivation on Performance Through Work Discipline

From the results of the analysis of hypothesis testing, it is known that work motivation has a significant effect on employee performance through the work discipline of the Medan City Library and Archives office.

This shows that with increasing work motivation, the work discipline of Medan City Library and Archives office employees will increase, thus employee performance will increase. Where the leader always provides motivation, direction and provides encouragement to the employees of the Medan City Library and Archives office to always obey the regulations that have been made so that the employee's work will be ready more quickly.

The Effect of Supervision on Performance Through Work Discipline From the results of the analysis of hypothesis testing, it is known that supervision has no effect on employee performance through the work discipline of the Medan City Library and Archives office.

This shows that supervision is not able to improve employee performance through the work discipline of the Medan City Library and Archives office staff. Where the supervision carried out by the leadership is not good so that employees are less disciplined so that employees are less able to complete their work on time.

CONSLUSION AND SUGGESTINS

Based on the results of the research and discussion that have been stated previously, the following conclusions can be drawn.

1. Directly, self-efficacy has a significant effect on employee performance at the Medan City Library and Archives Office.
2. Directly work motivation has a significant effect on employee performance at the Medan City Library and Archives Office.
3. Direct supervision has a significant effect on employee performance at the Medan City Library and Archives Office.
4. Directly work discipline has a significant effect on employee performance at the Medan City Library and Archives Office.
5. Directly, self-efficacy has a significant effect on employee work discipline at the Medan City Library and Archives Office.
6. Directly work motivation has a significant effect on employee work discipline at the Medan City Library and Archives Office.
7. Direct supervision has a significant effect on employee work discipline at the Medan City Library and Archives Office
8. Self efficacy indirectly has a significant effect on employee performance through work discipline at the Medan City Library and Archives Office.
9. Work motivation indirectly has a significant effect on employee performance through work discipline at the Medan City Library and Archives Office.
10. Supervision indirectly has no effect on performance through the work discipline of employees at the Medan City Library and Archives Office.

Based on the conclusions above, in this case the author can suggest the following:

1. Medan City Library and Archives Office employees to be more confident in doing their jobs and solving the work problems they face.
2. Leaders to be more enthusiastic about work, provide advice and motivate capacity development so that employee discipline will increase.
3. Leaders to supervise their employees more so that employee discipline will increase.
4. Employees should always obey the existing regulations at the Medan City Library and Archives Office.
5. For further researchers, it is better to increase the number of independent variables that are still based on human resources other than those used in this study while still being based on further research.

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