

Research article

# Influence of leadership supervision, work motivation and work discipline on the performance of Civil state apparatus (ASN) in the Water Resource Management Office (PSDA) of South Pesisir District

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## Abstract

This research aims to know and analysts the influence of leadership supervision, work motivation, work discipline on the performance of civil state apparatus in the Water resource Management Department (PSDA) of South Coastal district both partially and simultaneously.

The method used is a quantitative method with a survey of the overall personnel in the Water resource Management Office (PSDA) of the South Coastal district. The analysis uses multiple Linear regression to derive the influence of free variables against bound variables.

The results showed that the control of the leadership (X1) was positively and significantly influential in the ASN performance and the work motivation (X2) also positively and significantly influenced the ASN performance and work discipline (X3) to be positively and significantly affected by the ASN performance, while simultaneously all three of these free variables also had positive and significant effect on bonded variables.

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**Keywords:** leadership supervision, work motivation, work discipline, ASN performance,

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## I. INTRODUCTION

### 1.1 Background problems

The Water resource Management Office (PSDA) of South Pesisir District is a government service that engages in the field of irrigation. As a government institution in charge of implementing Act No. 11 of 1971 which was then last amended by Law No. 7 of 2004 on water resources, the existence of water resource Management Service (PSDA) of coastal district The South is very important in controlling and controlling the assets of existing water resources in the South Pesisir district, in particular, both natural assets and human engineering results.

The performance of the state civil apparatus for the Water resource Management Office (PSDA) of South Coastal district is expected by all parties to contribute to the vision, mission of the South Coastal district government. Based on initial observation conducted, known performance of civil apparatus of state is low as seen from target data and performance indicators in water resource management office of South Coast District (PSDA) 2016-2018, it is visible in table 1.1.

**Table 1.1:** Target and performance indicators of the Water resource Management Department (PSDA) of South Coastal District 2016 & 2018

No	Target	Performance Indicator	Year	Implementation Target	Realization
1	Improving irrigation services a wide	percentage of irrigated rice paddies	2016	100%	89%
			2017	100%	100%
			2018	100%	84%
2	reduced water damage	percentage power control water Damage	2016	100%	92%
			2017	100%	130%
			2018	100%	86%

Source: Agency PSDA South Coastal District, year 2019

According to table 1.1 above, the performance of civil apparatus to the country of water resource management (PSDA) of South Coastal district consists of two objectives, namely the first target of improving irrigation services with a wide percentage indicator of rice fields Watered in year 2016 achievement of 89%, year 2017 performance achieved at 100%, but in the year 2018 the performance of only 84%. For the second target of reduced water damage with a percentage indicator of water-damaged power control in the year 2016 achievement of 92%, year 2017 the realization of performance exceeds the target of 130%, while the year of 2018 performance is only 86%. This means that the target set by the South Coast District Management Agency (PSDA) has not been fully fulfilled, so the performance of civil apparatus needs to be improved so that the organizational objectives are achieved with maximum.

The performance information of state civil apparatus and the factors influencing it is required by the organization to be the evaluation of the success and failure of employees in carrying out the duties and functions imposed on the civil apparatus of the state. In this research, the supervision of leadership, work motivation and work discipline is a factor that affects performance.

Supervision is an observation of the implementation of organizational activities aimed at collecting information and knowing the achievement of objectives and difficulties in the implementation of the activities. A maximal direct or indirect care will be able to influence the level of time efficiency and the performance of the civil apparatus of the State within the organization. The initial observation of the South Coast District Management Service (PSDA) is still found in the following issues related to leadership supervision, can be seen in the table below:

**Tabel 1.2:** Observation of leadership supervision at the management office Water resource (PSDA) South Coastal district

No	Indicator	Answers Alternative			
		Yes	%	Not	%
1	Execution of the task set ( <i>job description</i> )	12	40	18	60
2	Check the results of work carried out by all employees	14	47	16	53
3	The solution is given by the leadership in case of errors or problems during the implementation of activities	13	43	17	57
4	Monitoring of work implementation	10	33	20	67
Average		12	41	18	59

Source: The results of the leadership supervision observation Data, 2019

Based on table 1.2 above, it can be recognized as a whole leader has not carried out the optimal supervision to the civilian apparatus of the Water resource Management Office (PSDA) of the South Coastal district. This can be seen by the number of state civil apparatus that gives the tendency of no answer (59%) Of a total of 30 respondents answered. Based on such data can be seen that the civil apparatus of the state has a perception, namely: (1) Execution of tasks not in accordance with the job description, this can be seen from the completeness of data that is still lacking, such as not completed report Performance which should have been reported at the beginning of January 2019, (2) The civil apparatus of the state felt that the leadership undertook the results of the work carried out, (3) The state civil apparatus felt the absence of a solution given the leadership when An error occurred or problems during the implementation of the activities, and (4) lack of monitoring of the implementation of work because of the activities outside that resulted in the leadership is not every day in the office.

## 1.2 Research Objectives

Based on the issue above, then this research aims to know and analyze the effect of supervision of the leadership on the performance of civil state apparatus in the Water resource Management Office (PSDA) South Coastal district, the influence of work motivation to the performance of civil state apparatus in the Water resource Management Department (PSDA) South Coastal District, the effect of working discipline on the performance of civil state apparatus in water resources management Office Influence of leadership supervision, work motivation and work discipline together to the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district.

## II. FOUNDATION THEORY AND HYPOTHESES

### 2.1 Personnel performance

Understanding the performance of employees of Moeheriono (2014:95) expressed performance as the level of achievement in the program of activities or policies to realize the organizational objectives, objectives, vision and mission of the Organization is contained in the strategic planning of the Organization. Mangkunegara statement (2014:9) on the performance of employees is the achievement of employees ' work seen in terms of quality and quantity of tasks that correspond with employees ' responsibilities to the organization. Wibowo (2011:7) expressed his opinion that the performance comes from the word performance can be interpreted as a result of work or achievement of employees. But it must be understood performance is not merely work or achievement work but covers the ongoing work process.

### 2.2 Leadership Supervision

Usman (2013:534) defines supervision as a process of monitoring, appraisal and reporting on the plans for goals previously set in the framework of corrective action for further enhancement. Lanri's opinion in Usman

(2013:535), supervision is an activity to exercise the certainty of the work/activity whether it has been implemented in accordance with the planned before.

## 2.3 Work Motivation

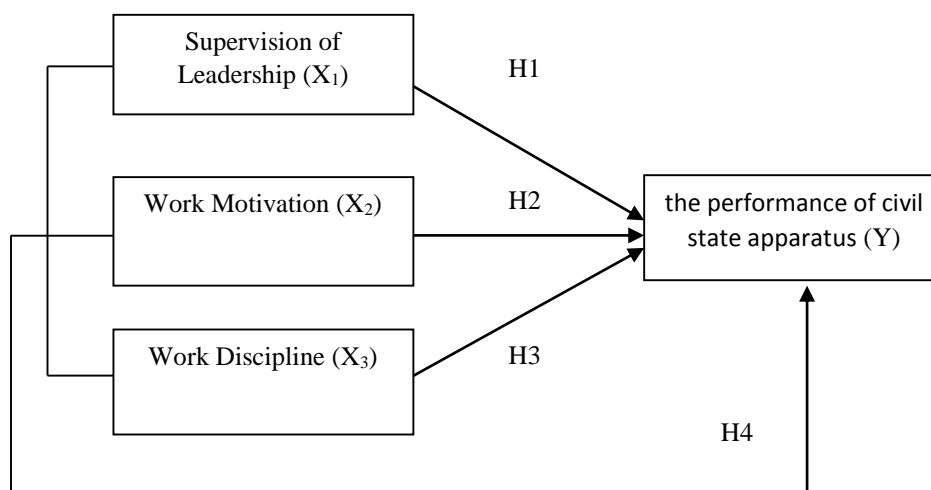
Afandi (2016:12) expressed motivation is a desire of employees arising from the inside of the because inspired, a bowl, and encouraged to do activities with sincere, happy, and earnest to produce a good and quality activities. Wijono in Duha (2014:186) argues that motivation is a factor that results in the emergence, giving direction, and can interpret the behavior of a person consisting of components of encouragement and omission. Encouragement is an internal process that results in reaction. Omission refers to the deletion of motive because the goal has been reached or get satisfactory reward.

## 2.4 Working discipline

According to Rivai (2011:825) Work discipline is a tool for managers to communicate with employees so that employees can change their behaviour and efforts to raise awareness and willingness of employees to comply with all organizational regulations. Sutrisno (2013:86) The discipline is the attitude and willingness of the employees to obey and obey the prevailing regulatory norms in the vicinity.

## 2.5. Conceptual Framework

On the basis of the theory and development of the hypothesis, the mindset developed in this study is seen in the following figure:



2.1 Images: Conceptual framework Research

## 2.6 Research Hypotheses

Based on the foundation of theory and the frame of thought above, can be formulated research hypothesis as follows:

- H1: Supervision of leadership is influential on the performance of civil state apparatus in water resource Management Department (PSDA) of South Coastal district.
- H2: Work motivation affects the performance of civil state apparatus in the Water resource Management Department (PSDA) of South Coastal district.
- H3: Working discipline affects the performance of civil state apparatus in water resource Management Department (PSDA) of South Coastal district.

H4: Supervision of leadership, work motivation and working discipline is in conjunction with the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district.

### III. RESEARCH METHODS

#### 3.1 Types of research

The type of research used in this research is quantitative method with survey approach. Research survey was conducted directly at the Water resource Management Office (PSDA) of South Coastal district. Furthermore, data obtained from data processing will be analyzed using statistical test to be found fact of the variables examined and known influence of leadership supervision, work motivation and work discipline towards the performance of civil state apparatus.

#### 3.2 Population and samples

The population in this study is the entire civil apparatus of the state in the Water resource Management Department (PSDA) of the South Coastal district numbering 60 population as well as samples.

#### 3.3. Data Collection Techniques

Sugiyono's opinion (2015:193) data collection techniques are conducted using Questionnaire (poll). The questionnaire in the study was compiled using the Likert scale.

#### 3.4. Data Analysis Techniques

Data analysis is one of the research activities in the form of data preparation and processing to interpret the data that has been obtained. In this study, authors used quantitative analysis methods to obtain research data. The analysis is a descriptive analysis, classical assumption test (test of normality, multicholinerality and heteroskedastisity test), double linear regression test and hypothesis test.

##### 3.4.1. Descriptive statistical analysis

Statistical analysis using respondents ' achievement level analysis (TCR) is an analysis tool used for the distribution of respondent responses, where the answers are given as follows:

1. Strongly agree rated/score 5
2. Agree to be rated/score 4
3. Less agree rated/score 3
4. Disagree Rated/score 2
5. Very disagrees rated/score 1

To obtain the average score of each indicator and the statements contained in the questionnaire are used the following formula:

$$\text{AverageRata-rata Skor} = \frac{(5.SS) + (4.S) + (3.KS) + (2.TS) + (1.STS)}{SS+S+KS+TS+STS}$$

As for determining the access level respondents used the following formula:

$$TCR = \frac{RS}{n} \times 100\%$$

Sudjana (2005:44) stated the interpretation criteria for response answer score

### 3.4.2 Classic Assumptions Test

The classic assumption test is conducted to qualify for linear regression analysis, i.e. unbiased assessment and best or often abbreviated BLUE (Best linear Unbias Estimate). There are several assumptions that must be fulfilled in order to conclude from the results of the test is not biased, including test normality, multicollinearity test (for multiple linear regression) and heteroskedasticity test.

#### 1. Test normality

A. Test normality is used to test whether variable distribution is tied to any specific free variable value with normal distribution or not.

#### 2. Multicollinearity Test

Ghozali (2013:105-106) defines multicollinearity tests aimed at testing whether a regression model is found in correlation between free variables. A good regression Model should not occur in correlation between the free variables. To detect the presence or absence of multicollinearity in the regression model is as follows if the value of Variance Inflation Factor (VIF) is not more than 10 and the value of Tolerance (TOL) is not less than 0.1, then the model can be said to be freed from the multicollinearity VIF = 1/Tolerance, if VIF = 10 then Tolerance = 0.1 1/10

#### 3. Heteroskedasticity Test

Ghozali (2013:142) stated that heteroskedasticity test aims to test if the regression model occurs the variance and residual inequality of one observation of the other. A good regression Model is the homoskedasticity or does not occur heteroskedasticity.

### 3.4.3 Multiple Linear regression analyses

Multiple linear regression equations are used to see the influence of leadership supervision, work motivation and work discipline on the performance of civil state apparatus. In regression analysis, in addition to measuring the strength of influence between two or more variables, also shows the direction of influence between dependent variables and independent variables (Ghozali, 2013:96). The equation of multiple linear regression is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + E$$

Where:

Y = State Civil Apparatus performance

A = constants, Y value of a, when X = 0

B<sub>1</sub>, b<sub>2</sub> = coefficient of each variable

X<sub>1</sub> = LED control variables

X<sub>2</sub> = Work Motivation variables

X<sub>3</sub> = working discipline variables

E = default error

Once known the equation of a regression then the influence between free variables and variables tied to the interpret based on the value of the coefficient of free variables. To facilitate the calculation of double linear regression above is calculated using SPSS 23 program.

### 3.5. Hypothesis Testing

The hypothesis tests used in research include; Partial test (T-Test), and simultaneous influence test (F-Test).

### 3.5.1 Partial test (test-T)

The T test is used to test the influence of each of the index variables used in this study of partial dependent variables. The T test was conducted to test the hypothesis 1 through to the 3 hypothesis, the steps performed as follows:

1. Formulating hypotheses, meaning there is a significant effect of independent variables against dependent variables partially.
2. Determine the significance level, the significance is 95% or
3. Comparing T count and table,  $t\text{-table} = t_{\alpha/2} (n-K-1)$ 
  - A. (H1) is rejected when  $T \text{ count} < \text{table}$
  - B. (H1) is received when  $T > T \text{ table}$
4. Based on probability
  - A. (H1) rejected if  $P > 0.05$
  - B. (H1) is accepted when  $P < 0.05$
5. See the relationship between independent variables with dependent variables, whether marked as positive or negative.

### 3.5.2 Simultaneous significant tests (test F statistics)

According to Priyatno (2012:137), simultaneous influence tests are used to influence whether independent variables collectively or simultaneously affect the dependent variables. The hypothesis can be formulated as follows:

1.  $H_0 : b_1 b_2 \hat{c}_3 = 0$  means that there is no significant influence collectively from all variables independent of the dependent variable).
- 2.:  $H_0 : \text{Not all } b_i = 0$  (meaning there is not yet a significant influence shared from all variables independent of the dependent variable).

To test this hypothesis used statistics with the following decision maker criteria:

1. When the value of F is greater than 4 then the H0 can be rejected, at 5% degree. In other words we accept an alternate hypothesis that states that all variables are independent and significantly affect the dependent variables.
2. Comparing the value of F calculation result with F value according to table. When the value of F counts is greater than the F value of the table, then H0 is rejected and accepts HA

## IV. RESULTS OF RESEARCH AND DISCUSSION

### 4.1. Classic Assumption Test

#### 1. Test normality

The normality test is performed using the Kolmogrog-Smirnov test. The criteria of testing is to compare the acquisition of significant value obtained by large alpha of 0.05. If the significance value is above the significance of the 0.05 as specified then the data can be said to be a normal distribution.

**Tabel 4.1:** One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,40370735
Most Extreme Differences	Absolute	,087
	Positive	,038
	Negative	-,087
Kolmogorov-Smirnov Z		,677
Asymp. Sig. (2-tailed)		,750

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed primary Data, 2020

According to Table 4.1 It is known that for variables measured in this study have a value of asymp. Sig Kolmogorov-Smirnov at 0.750. When compared with  $\alpha = 0.05$  then the value of Asym. Sig.  $> 0.05$  research variables. It can be concluded that the variables to be used in this study are distributed normally so that hypotheses can be tested.

## 2. Multicollinearity Test

The multicollinearity test aims to test if a regression model is found to be correlated between free variables. Can be done by looking at the Variance Inflation Factor or VIF value and the Tolerance. The regression Model is said to be free of multicollinearity if the value of the VIF is less than 10 and the Tolerance value is more than 0.1.

**Tabel 4.2:** Uji Multikolinearitas

Variabel	Collinearity Statistics	
	Tolerance	VIF
Leadership Supervision	0,693	1,443
Motivation work	0,900	1,111
Working Discipline	0,659	1,516

Source: Processed primary Data, 2020

From table 4.2 above can be obtained information that the free variables in this study are expressed free from multicollinearity. This is evident with the value of tolerance for all the free variables close to 1 and the value of VIF (Variance Influence Factor) above 10.

## 3. Heterokedastisity Test

To detect the presence or absence of heteroskedastisity used test Glejser.

**Tabel 4.3:** Uji Glejser

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,695	1,714		,989	,327
1 Supervision of leader	,053	,032	,254	1,626	,109
Motivation of work	-,009	,045	-,028	-,207	,837
Working discipline	-,055	,039	-,226	-1,412	,164

a. Dependent Variable: RES2

Source: Processed primary Data, 2020



## 4.2. Multiple Linear regression analyses

To find out how large the regression coefficient of each independent variable is and how the direction it affects the dependent variables, can be seen from the analysis of multiple regression data obtained using SPSS program version 21 As in the following table:

**Table 4.4:** Variable Double regression results research

Variable	Coefficient of Regression	t <sub>count</sub>	Significance
Leadership supervision	0,198	3,617	0,001
Motivation work	0,338	4,407	0,000
Working Discipline	0,202	3,053	0,003
constants	6,439		
R	0,789		
F <sub>calculate</sub>	30,831		

Source: Processed primary Data, 2020

Based on the results of regression from table 4.4 above, it can be determined the equation of multiple linear regression in this study as follows:

$$Y = 6.439 + 0.198 X_1 + 0.338 X_2 + 0.202 X_3$$

Description:

Y: Civil State apparatus performance

X<sub>1</sub>: Supervision of leaders

X<sub>2</sub>: Work Motivation

X<sub>3</sub>: Working discipline

The inter achievements over the regression equations acquired are as follows:

1. The constant value of 6.439 with a positive sign means that although there is no supervision of leadership, work motivation and supporting work discipline, the performance of civil state apparatus in the water resource Management Office of South Coastal District (PSDA) Fixed amount of 6.439.

2. Regression coefficient of Leadership supervision variable indicates a positive relation to the performance of civil state apparatus in water resource Management Office (PSDA) of South Coastal district with a value of 0.198 means that each addition of a single unit The leadership supervision variables will improve the performance of civil state apparatus by 0.198.

3. Variable regression coefficient of work motivation showed positive relation to the performance of civil state apparatus in water resource Management Office (PSDA) of South Coastal district with a value of 0.338 means that each addition of a single unit Work motivation variables will improve the performance of civil state apparatus by 0.338.

4. Variable regression coefficient of work discipline shows a positive relationship to the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district with a value of 0.202 means that each addition of a single unit Working discipline variables will improve the performance of civil state apparatus by 0.202.

### 4.3. Hypothesis test

#### 1. Test T (partial)

The T test is done to find out if the hypothesis made by the author is acceptable or not by looking at the value of the sig. In table coefficient which can be seen in table 4.4 above.

- A. From processed data obtained supervision of leadership (X1) significant effect on the performance of civil state apparatus in water resource Management Office (PSDA) of South Coastal District (Y). Based on table 4.16 obtained  $T_{calculate} > t_{table}$  ( $3.617 > 2.002$ ) with a value of sig.  $0.001 < 0.05$ . This means  $H_0$  is rejected and  $H_a$  is accepted. So it can be concluded that the supervision of leadership has a significant effect on the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district.
- B. Results of processed data motivation work (X2) significant effect on the performance of civil state apparatus in the Water resource Management Department of South Coastal District (Y). Based on 4.16 table obtained  $T_{calculate} > t_{table}$  ( $4.407 > 2.002$ ) with a value of sig.  $0.000 < 0.05$ . This means  $H_0$  is rejected and  $H_a$  is accepted. So it can be concluded that the motivation of work is significant effect on the performance of civil state apparatus in water resource Management Office (PSDA) South Coastal District.
- C. From processed data also showed that working discipline (X3) has significant effect on the performance of civil state apparatus in water resource Management (PSDA) of South Coastal District (Y). Based on table 4.16,  $>$  ( $3.053 > 2.002$ ) with a value of sig.  $0.003 < 0.05$ . This means  $H_0$  is rejected and  $H_a$  is accepted. So it can be concluded that the work discipline is significant to the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district.
2. Test f (collectively) test F is used to identify the influence of independent variables together against the performance of civil apparatus of the state. In table 4.4 can be seen the value of  $F_{count} > F_{table}$  ( $30,831 >$  With significance  $0.000 < 0.05$  (Alpha). This means that the leadership supervision variables, work motivation and work discipline jointly have a significant effect on the performance of civil state apparatus in the Water resource Management Office (PSDA) of the South Coastal district. In this case the given influence is positive. It can be known from the value of the regression coefficient indicated by B1, B2 and B3, which is positive value. The existence of positive values indicates that if these variables are improved, it will improve the performance of civil state apparatus.

#### 3. Coefficient of determination

To know the influence of the independent variable consisting of supervision of leadership, work motivation and work discipline to the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district, can be seen from the magnitude of the adjusted value of R square in the table 4.5

**Table 4.5:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,789 <sup>a</sup>	,623	,603	2,467

A. Predictors: (Constant), work discipline, work motivation, leadership supervision

Source: Processed primary Data, 2020

From table 4.5 above, the adjusted value of R square shows 0.603, it indicates that the contribution of independent variables to the dependent variable is 60.3% while 39.7% is determined by other factors not examined in the research This.

#### **4.4. Discussion**

##### **1. Leadership supervision has a positive and significant influence on the performance of civil state apparatus**

Based on T test results, the value of the Leadership control variable (X1) is obtained at 0.198 which means that supervision of leadership has a positive influence on the performance of Civil state apparatus (Y) with significance of 0.001 or less than 0.05. This means that if the supervision of leadership increased then the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district will increase. The contrary, if the supervision of leadership declined, then the performance of civil state apparatus in water resource Management Office (PSDA) South Coastal district will decline.

This research proves that the supervision of leadership in the Water resource Management Department (PSDA) of South Coastal district can affect the performance of civil state apparatus in accordance with the opinions of Mathis and Jackson in Wahyuni (2017) states that Supervision is as a process of monitoring employee performance based on standards to measure performance, ensuring the quality of performance assessment and retrieval of information that can be used as feedback to achieve results communicated by Employees. This opinion is in line with research conducted by Pitono and Ahmad. (2018) indicates that supervision of leadership is influential in performance. Similarly, the results of the research conducted by Wahyuni (2017) show that leadership supervision affects the performance of employees.

##### **2. Work motivation has a positive and significant influence on the performance of civil state apparatus**

Based on the results of the data processing, it is known that the value of work motivation variable coefficient (X2) is 0.338 which means that the motivation of work has a positive influence on the performance of Civil state apparatus (Y) with significance of 0.000 or smaller From 0.05. That means if the motivation of work increased then the performance of civil state apparatus in the Water resource Management Office (PSDA) South Coastal district will increase. Likewise, if the motivation of work decreases, then the performance of civil state apparatus in water resource Management Office (PSDA) South Coastal district will decline.

This research proves that the motivation of the work of civil state apparatus in water resource Management Department (PSDA) South Coastal district can affect the performance of civil state apparatus in accordance with the opinion of Rahsel (2016) stating that the motivation of work Have an association with the performance because the motivation of work will show how the employees ' work spirit in achieving the maximum results that will ultimately show how the results work.

The results of this study in line with the research of Hartati et al (2016). Demonstrate the motivation of positive and significant impact on employee performance. Similarly, the results of the study of Sardjana, DKK (2018). Show that work motivation has significant effect on employee performance.

##### **3. Working discipline has a positive and significant influence on employee performance**

T-test results show a variable coefficient of work discipline (X3) value of 0.202 which means that work motivation has a positive effect on the performance of Civil state apparatus (Y) with significance of 0.003 or smaller than 0.05. This means that if the working discipline increases then the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district will increase. Similarly, if the work discipline decreases then the performance of civil state apparatus in the Water resource Management Office (PSDA) South Coastal district will decline.

This research proves that the working discipline of civil state apparatus in water resource Management Department (PSDA) of South Coastal district can affect the performance of civil state apparatus in accordance with the opinion of Hasibuan (2012:193) suggests that Discipline is the operative function of the most important human resource management because the better the discipline of employees, the higher the performance of the employees that can be achieved. Without the discipline of a good employee, it is difficult for the organization or company to achieve optimal results. The application of discipline to employees either

directly or indirectly is a way by which every organization to assess the achievement achieved by the employee, so that the purpose of the organization can be accomplished well.

The results of this study are in line with research conducted by Hardani, DKK (2016). stated that the work discipline is positive and significant in respect of civil servants ' performance. Further research was conducted by THAIEFI, DKK (2015). Demonstrate a significant working discipline towards employee performance.

#### **4. Leadership supervision, work motivation and work discipline have a positive and significant influence on the performance of civil state apparatus**

The research results for the testing of influence of leadership supervision, work motivation and work discipline together to the performance of civil state apparatus shows the value of sig. of 0.000 which means less than the value of  $\alpha$  sig. 0.05, thereby Can be concluded that the fourth hypothesis is acceptable. Variable-control regression coefficients of leadership, work motivation and work discipline show a positive relationship to the state civil apparatus performance. Then it can be said that the supervision of leadership, work motivation and work discipline is positive and significant to the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district.

Donations influence leadership supervision, work motivation and work discipline on the performance of civil state apparatus amounted to 60.3% while the remaining 39.7% is determined by other factors that are not researched in this study.

### **V. CONCLUSION AND SUGGESTION**

#### **5.1. Conclusion**

Based on the data analysis and interpretation that have been submitted in the previous chapter, it can be expressed several conclusions from the results of the study as follows:

1. Supervision of leadership influence positive and significant to the performance of civil state apparatus in water resource Management Office (PSDA) of South Coastal district. The higher the supervision of leadership, the higher the performance of civil state apparatus. Conversely, the lower the supervision of leadership, the lower the performance of civil state apparatus.
2. The motivation of work has a positive and significant impact on the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district. The higher the motivation of work, the higher the performance of state civil apparatus. Conversely, the lower the motivation of work, the lower the performance of the civil State apparatus.
3. The work discipline is positive and significant to the performance of civil state apparatus in the Water resource Management Office (PSDA) of South Coastal district. The higher the working discipline, the higher the performance of state civil apparatus. Conversely, the lower the work discipline, the lower the performance of the civil State apparatus.
4. Supervision of leadership, work motivation and work discipline jointly influence positive and significant to the performance of civil state apparatus in water resource Management Office (PSDA) of South Coastal district.

#### **5.2 Suggestions**

Based on the research findings that have been submitted in advance then to improve the performance of civil state apparatus in the Water resource Management Office (PSDA) South Coastal district, the author gave the following suggestions:

1. The lowest score in the leadership supervision variable is in the indicator of the solution given by the leadership in case of errors or problems during the implementation of the activity. Therefore, in an effort to improve the performance of civil state apparatus, the leader must immediately provide solutions to

the civil apparatus of the state while facing obstacles in the completion of employment or minimizing errors in the work.

2. The results of a descriptive analysis of the work motivation variable, the lowest score is on an external factor indicator. Therefore, the Water resource Management Office (PSDA) of South Coastal district should be more fair in carrying out the policy for all civil state apparatus.
3. The results of the lowest TCR average of the working discipline variable is on the corrective discipline indicator. To improve the performance of civil state apparatus, the leadership of the Water resource Management Department (PSDA) of the South Coastal district in carrying out the task must be more decisive and fair to all civil apparatus of the state.
4. For further researchers, it is expected to undertake further research by adding more research variables beyond the variables that have been used in this study such as job satisfaction variables, performance allowances, competencies, Compensation, job placement and so forth.

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