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THE INFLUENCE OF LEADERSHIP QUALITIES ON EMPLOYEE PERFORMANCE THROUGH INTERNAL SUPERVISION AND THE QUALITY OF HEALTH PERSONNEL AT THE MINING EXPLORATION CLINIC OF PT. VALE INDONESIA, TBK EAST LUWU DISTRICT

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Abstract

The aim of this research is to determine and analyze the influence of leadership on employee performance through internal supervision and the quality of health workers at the PT exploration mining clinic. Vale Indonesia Tbk East Luwu Regency. The research approach uses descriptive quantitative research methods by distributing questionnaires to 136 respondents. The analysis method used is path analysis. The findings of this research are that leadership quality has a positive and significant effect on internal control, leadership quality has a positive and significant effect on the quality of health workers, leadership quality has a positive and significant effect on employee performance. The results of the path test found that internal control can mediate the influence of leadership quality on employee performance. Likewise, the quality of health workers can mediate the influence of leadership quality on employee performance at the PT Exploration Mining Clinic. Vale Indonesia, Tbk East Luwu Regency. 

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Keyword :

Quality of leadership, internal control, quality of health workers and employee performance

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1 Introduction

Human resources are important in the era of globalization like today, because they have an impact on the business world. Globalization gives rise to intense competition among companies in gaining its market share. Every company must be able to show the superiority of both its goods or services in order to compete in such fierce competition. The advantages possessed must be maintained, updated, and improved continuously, this is done so that the company can achieve the desired goals.

The success of achieving company goals is not only determined by the amount of funds owned, technology used, or facilities and infrastructure, but the most decisive thing is the human resource factor. According to Tiong, (2023: 1) that human resources are one of the most fundamental resources in organizational development, but if an organization does not have competent human resources in the field of work handled, the goals in the organization are not as expected. With the above opinion, it can be said that one of the aspects needed in empowering organizational resources by the company is employee performance.

Performance problems or performance or performance is the result of work achieved by a person or group of people in a company according to authority and responsibility, in order to achieve the goals of the company concerned legally, not violating the law and in accordance with morals and ethics. This shows that performance is the level of success in carrying out tasks as well as the ability to achieve predetermined goals. Performance

is said to be good and successful, if the desired goals can be achieved well. Prawirosentono et al., (2017) so that many factors affect employee performance, namely ability, motivation, leadership quality, internal supervision, HR quality.

2 Research Method

Research design is a proposal to solve a problem and is an activity plan made by researchers to solve problems, so that valid data will be obtained in accordance with the research objectives. This research can be classified as explanatory research, which is a research method to examine the relationship between two or more variables, namely the relationship between leadership quality variables, employee performance through internal supervision and the quality of health workers as mediation variables.

While the research approach uses descriptive quantitative research methods. Sugiyono, (2019: 7) explained that quantitative research methods are methods based on the philosophy of positivism, used in researching the sample and study population. Quantitative research is research that presents data in the form of numbers as a result of research. Descriptive research method is a method in researching the status of a human group, an object, a condition, a thought, or current events. Descriptive methods are used to make systematic, factual and accurate descriptions or descriptions of existing phenomena. Quantitative descriptive research is research that describes variables as they are supported by data in the form of numbers produced from actual circumstances.

3 Result and Discussion

Test Validity and Reliability

Variabel	Indikator	<i>Pearson Correlation</i>	r tabel	Keterangan
Kualitas Kepemimpinan (X)	X.1.1	0,766	0.1697	Valid
	X.1.2	0,762		
	X.2.1	0,782		
	X.2.2	0,824		
	X.3.1	0,659		
	X.3.2	0,598		
	X.4.1	0,611		
	X.4.2	0,560		
	X.5.1	0,507		
	X.5.2	0,780		
	X.6.1	0,698		
	X.6.2	0,646		
Pengawasan Internal (Y1)	Y1.1.1	0,836	0.1697	Valid
	Y1.1.2	0,860		
	Y1.2.1	0,849		
	Y1.2.2	0,881		
	Y1.3.1	0,708		
	Y1.3.2	0,657		
Kualitas Tenaga Kesehatan (Y2)	Y2.1.1	0,799	0.1697	Valid
	Y2.1.2	0,817		
	Y2.2.1	0,711		

Variabel	Indikator	<i>Pearson Correlation</i>	r tabel	Keterangan
	Y2.2.2	0,800		
	Y2.3.1	0,833		
	Y2.3.2	0,787		
	Y2.4.1	0,591		
	Y2.4.2	0,687		
Kinerja Karyawan (Z)	Z.1.1	0,811	0.1697	Valid
	Z.1.2	0,768		
	Z.2.1	0,682		
	Z.2.2	0,713		
	Z.3.1	0,626		
	Z.3.2	0,738		
	Z.4.1	0,607		
	Z.4.2	0,701		
	Z.5.1	0,698		
	Z.5.2	0,719		

Data source processed August 2024

From the validity test table, it can be stated that all question items in this study are considered valid. This can be seen from the adjusted total correlation value (Corrected Item Total Correlation) for each question item, which shows a positive number and is greater than the table correlation value set at 0.169 (in a bidirectional test).

Reliability Test

Questionnaire Reliability Test Results

Variabel	Alpha Cronbach	<i>Cut of Point (0,6)</i>	Keterangan
Keselamatan dan Kesehatan Kerja (K3)	0,895	0,6	Reliabel
Lingkunga Kerja	0,885	0,6	Reliabel
Motivasi kerja	0,890	0,6	Reliabel
Kinerja Karyawan	0,888	0,6	Reliabel

Data source processed August 2024

It can be noted that each variable has a Cronbach's Alpha value of > 0.60 so that all questions in the questionnaire on question items on the variables of leadership quality, internal control, health worker quality, and employee performance are reliable.

The influence of leadership quality on internal supervision at PT. Vale Indonesia Tbk East Luwu Regency

Based on the results of research analysis that has been stated previously where from the results of distributing questionnaires to employees of health workers who work at the Exploration Mining Clinic of PT. Vale Indonesia Tbk. East Luwu Regency, where the perception of health workers that leadership applied to PT. Value

Indonesia, Tbk. East Luwu Regency has good leadership qualities. Where for focus indicators, it is perceived that the leader has good or high focus at work.

Then the confidence indicator, shows that the leader has high self-confidence, because the leader is able to make decisions according to his beliefs. The perception of health workers is related to transparency, where the leader of the exploration mining clinic PT. Vale Indonesia, Tbk. East Luwu Regency in its work has carried out transparency regularly because it has provided clear and open information to its team members. Perception for integration indicators, where it can be concluded that the leadership already has high integration, because the leader of the exploration mining clinic PT. Vale Indonesia, Tbk East Luwu Regency always encourages cooperation between departments to achieve predetermined goals.

Then for the inspiration indicator, it is concluded that the leader has high inspiration, because the leader has the ability to inspire team members, in order to achieve common goals. As for the work enthusiasm indicator, it is perceived that the head of the exploration mining clinic PT. Vale Indonesia, Tbk East Luwu Regency already has high enthusiasm and enthusiasm in carrying out its daily duties.

From the results of the analysis that has been carried out through the analysis path, research findings were obtained that the quality of service has a real influence on internal supervision at the Exploration Mining Clinic of PT. Vale Indonesia, Tbk. East Luwu Regency. Where the better the leadership quality applied to the Mining Clinic, it will affect the internal supervision carried out. According to Djadjuli (2017) that supervision aims to make the results of the implementation of work obtained efficiently and effectively, in accordance with a predetermined plan. Thus, as a leader must be able and continue to strive to supervise his subordinates, so that success in management can be achieved.

The influence of leadership quality on employee performance at PT. Vale Indonesia Tbk East Luwu Regency

The results of the path coefficient analysis were obtained by the results of research that leadership quality has a positive and significant effect on the performance of health workers at the exploration mining clinic of PT. Vale Indonesia, Tbk. East Luwu Regency. It can be interpreted that the better or higher the quality of leadership applied by the leadership at PT. Vale Indonesia, Tbk. will also increase the performance achieved by employees. From the distribution of questionnaires to each health worker employee, it was found that leaders have applied good leadership qualities because leaders have high focus because they are able to direct team members to priorities that really matter. Then related to the confidence possessed by the leadership, perceived high because the leader of the exploration mining clinic PT. Vale Indonesia, Tbk East Luwu Regency is able to make decisions according to its beliefs and is always consistent in achieving the vision and mission that has been set so far.

Respondents' perception of transparency was perceived as high because the head of the exploration mining clinic PT. Vale Indonesia, Tbk. East Luwu Regency involves team members, in order to be more transparent in the decision-making process related to operational strategies, allocation of resources used and resolution of any problems that arise in daily activities in the company. Then related to the integration possessed by health workers is perceived to be high, because the leadership is able to build a harmonious relationship between various parts in the exploration mining clinic of PT. Vale Indonesia, Tbk East Luwu Regency.

For leadership quality through inspiration indicators that are perceived that leaders already have high inspiration, because the leaders of exploration mining clinics PT. Vale Indonesia, Tbk East Luwu Regency already has a clear vision and is able to communicate it well to all team members. As for the perceived high perceived work enthusiasm indicator because the head of the exploration mining clinic company PT. Vale Indonesia, Tbk East Luwu Regency is able to transfer its passion and passion to its work team members.

From the overall perception of health workers related to leadership quality, it can be said that the leadership at the mining clinic has applied good leadership qualities so that it can influence the achievement of employee performance at the exploration mining clinic of the company PT. Vale Indonesia, Tbk East Luwu Regency. According to Kartini, (2017) that leadership is the ability to influence others, subordinates, or groups, direct the behavior of subordinates or others to achieve organizational or group goals. This shows that with the application of good leadership qualities, it will direct subordinates to achieve the goals set by the company. This research is reinforced by the findings of Ardiyani & Rini, et al (2017) and Bahri, et.al., (2018) said that leadership

quality has a significant positive effect on employee performance. Another study conducted by Wardhani., L. B. Hasiholan., (2016) and Safitri, (2022) concluded that Leadership partially has a positive and significant effect on performance.

The influence of leadership quality on the quality of health workers at PT. Vale Indonesia Tbk East Luwu Regency

Of the 136 health workers who work in the exploration mining clinic of PT. Vale Indonesia, Tbk. East Luwu Regency through the distribution of questionnaires related to leadership quality, is perceived as good/high. This can be seen from the indicators of leadership quality that affect the improvement of the quality of health workers is the importance of focus, because with the leader having a clear focus, it can achieve the goals desired by the Mining Clinic, besides that with the focus applied by the leader, the leader is able to direct attention to team members on priorities that are really important to implement.

Then there is a high work passion possessed by the leadership, because with the high work enthusiasm, the leader of the exploration mining clinic PT. Vale Indonesia can have high enthusiasm and enthusiasm in carrying out its daily duties in the company. In addition, the head of the mining clinic PT. Vale Indonesia, Tbk East Luwu Regency is able to transfer its passion and enthusiasm to its work team members.

The results of the path analysis found that the quality of leaders has a significant influence on the quality of health workers. It can be said that the higher the quality of leadership applied by the leadership, the higher the quality of health worker employees at the mining clinic of PT. Vale Indonesia, Tbk East Luwu Regency. Davis (2016) asserts that leadership as a tool, means or process to persuade people to be willing to do something voluntarily / joyfully. Through good leadership practices, managers are able to influence employees to work better, pay attention to the manager's direction in procedures and ways of working, and are able to innovate in working more effectively. Good leadership quality is one of the keys to success in improving employee competence. Leadership is sometimes understood as the power to encourage and influence people. The results of Soleman's research (2018) show that leadership has a positive and significant effect on employee competence, which means that the better the quality of leadership carried out by the leader, the more it can increase competence or quality for employees.

The effect of internal supervision on the performance of health workers at PT. Vale Indonesia Tbk East Luwu Regency

Based on the results of the distribution of questionnaires to 136 employees of health workers observed, findings were obtained that internal supervision was perceived as good / high by health workers. Where for the first indicator, namely the individual attribute dimension with a statement that health workers have knowledge related to the internal supervision process at the PT. Vale Indonesia, Tbk East Luwu Regency, which is well perceived as having the ability to effectively analyze and evaluate risks at PT. Vale Indonesia, Tbk East Luwu Regency.

The second indicator is the dimension of work effort that is perceived as good, because health workers get support from the clinic management of PT. Vale Indonesia, Tbk East Luwu Regency in carrying out internal supervision duties, as well as sufficient time in carrying out internal supervision duties without excessive time pressure. Then the third indicator is the dimension of organizational support which is included in the good category, because the clinic leader of PT. Vale Indonesia, Tbk East Luwu Regency provides training and development to improve internal supervision skills, as well as the organization of PT. Vale Indonesia, Tbk. East Luwu Regency always provides adequate facilities and infrastructure in carrying out internal supervision duties effectively.

The results of the path coefficient analysis were obtained by the results of research that internal supervision has a significant effect on the performance of health worker employees. It can be said that the better the internal supervision in carrying out its duties in accordance with the SOP, it will affect the performance of health workers at the mining clinic of PT. Vale Indonesia, Tbk East Luwu Regency. According to Zai &Et.al., (2022) that internal supervision is one of the factors that will affect an employee's performance in an agency. Internal supervision can assess the efficiency and effectiveness of the management system, functions, and compliance

with laws and regulations in order to improve or improve performance. For this reason, it is very important to monitor all activities in an organization to ensure that the activities they carry out follow the plan that has been set in a pre-planned way. Safira's research, (2022) says that internal supervision has a significant influence on employee performance. This means that the higher the internal supervision, the higher the performance of employees. Similarly, Wahyuni's research, (2018) that internal supervision affects employee performance.

The effect of the quality of health workers on employee performance at PT. Vale Indonesia Tbk East Luwu Regency

Based on the results of the distribution of questionnaires to health workers at the mining clinic of PT. Vale Indonesia, Tbk East Luwu Regency is related to the quality of health workers, so it was found that health workers have high work quality. Where for the first indicator is high perceived physical quality, because health workers at PT. Vale Indonesia, Tbk East Luwu Regency already has knowledge and skills in handling the physical health of employees effectively, then health workers at PT. Vale Indonesia, Tbk. East Luwu Regency with high quality to employees who seek treatment at PT. Vale Indonesia, Tbk East Luwu Regency.

For health indicators, it is perceived as high because health workers always provide information that contributes to effective prevention related to the health of employees working at PT. Vale Indonesia, Tbk East Luwu Regency, as well as that health workers provide coordinated care for the handling of employees at PT. Vale Indonesia, Tbk East Luwu Regency. Then the perception of health workers is related to the problem of high perceived intellectual quality because health workers have the medical and clinical knowledge needed to provide diagnosis to employees who seek treatment at PT. Vale Indonesia, Tbk. East Luwu Regency, in addition, health workers always develop knowledge related to medical in order to provide health services to employees who work at PT. Vale Indonesia, Tbk East Luwu Regency.

As for the spiritual mental quality that is perceived as good or high by health workers, where health workers provide support to improve mental and spiritual well-being to PT. Vale Indonesia, Tbk East Luwu Regency when seeking treatment at the clinic, in addition health workers have the ability to understand the mental and spiritual needs of employees who seek treatment at klinik PT. Vale Indonesia, Tbk East Luwu Regency.

From the results of the path coefficient analysis, it was found that the quality of health workers had a significant effect on the performance of health workers. This shows that the higher the quality of health workers, the better the performance achieved by health workers at PT. Vale Indonesia, Tbk East Luwu Regency. According to Kurniati et al., (2017: 3) that health workers are everyone who obtains both formal and non-formal education who dedicates themselves to various efforts aimed at preventing, maintaining and improving health status. Then in Law. Number 36 of 2014 is meant by health workers is everyone who devotes themselves to the health sector and has knowledge and / or skills through education in certain types of health that require authority to carry out health efforts. This means that in health care, problems related to the quality of care become more complicated, because in health care management it is not only related to several groups of people, but also the specific nature of the health service itself. For this reason, health workers are needed to carry out the government's duties. Where the government wants to create a good service, which is fast, precise, effective and efficient to the community. Research by Rilda, et.al., (2022), Handi et al., (2018) and Ihsan et al., (2021) that the competence of health workers has a significant effect on performance. This means that the competence possessed by health workers at Muhammadiyah Palembang Hospital is able to improve performance.

The influence of leadership quality on employee performance through internal supervision at PT. Vale Indonesia Tbk East Luwu Regency

From the results of the path analysis, namely the influence of leadership quality on employee performance through internal supervision at PT. Vale Indonesia Tbk East Luwu Regency, using the sobel test, obtained research findings that internal supervision can mediate the influence of leadership quality on employee performance at PT. Vale Indonesia Tbk East Luwu Regency. This can be interpreted that if the better or higher the leadership quality possessed by the leader, the higher the internal supervision carried out by the company, and ultimately will affect the achievement of employee performance working at the PT. Vale Indonesia Tbk East Luwu Regency. Wahyuni, (2018) stated that a company that has been running should monitor all its operational activities. A surveillance is used to help monitor the activities of the company. Internal supervision is essential,

among others, to provide protection for entities against human weaknesses as well as to reduce the possibility of errors and actions that are not in accordance with the rules. The management and implementation of good internal supervision will make it easier for a company to achieve its goals. The results of research by Randriany, S., Herningsih., & Matutu, (2020) found that leadership and internal supervision have a positive and significant effect on employee performance. This means that the better the leadership style displayed, it will encourage improved employee performance.

The influence of leadership quality on employee performance through the quality of health workers at the Exploration Mining Clinic of PT. Vale Indonesia Tbk East Luwu Regency

Based on the results of the path analysis, namely the influence of leadership quality on employee performance through the quality of health workers at the Mining Clinic of PT. Vale Indonesia Tbk East Luwu Regency, by using the sobel test, research findings were obtained that the quality of health workers can mediate the influence of leadership quality on employee performance at the Exploration Mining Clinic of PT. Vale Indonesia Tbk East Luwu Regency. This can be interpreted that with good leadership qualities, it will produce quality and professional health workers, so that in the end it will affect the improvement of health worker performance. According to Nanlohy (2023) that leadership is someone who will drive and direct the organization in achieving goals and a leader must have the ability to influence and motivate his employees, which has an impact on improving performance. In addition, performance is also influenced by competence. Competency describes the knowledge, abilities, and performance standards required in completing a job or position. To improve employee performance in the organization must be supported by competencies that form the character of employees with good and satisfying work results. Research by Amalia, M. & Mudayana, (2019) states that there is a significant relationship between leadership and the performance of health workers. The research of Ihsan et al., (2021) states that HR competence has a significant effect on the performance of health workers.

4. Conclusions

Based on the results of the analysis and discussion that has been stated in the previous chapter, several conclusions can be drawn from the results of the analysis, namely the quality of service has a positive and significant influence on internal supervision at the Exploration Mining Clinic of PT. Vale Indonesia, Tbk. East Luwu Regency. Where the better the leadership quality applied to the Mining Clinic, it will affect the internal supervision carried out. Then the next finding that leadership quality has a positive and significant effect on employee performance at the exploration mining clinic of PT. Vale Indonesia, Tbk. East Luwu Regency. It can be interpreted that the better or higher the quality of leadership applied by the leadership at PT. Vale Indonesia, Tbk. will also increase the performance achieved by health workers.

The findings of leadership quality have a positive and significant influence on the quality of health workers. It can be said that the higher the quality of leadership applied by the leadership, the higher the quality of health worker employees at the exploration mining clinic of PT. Vale Indonesia, Tbk East Luwu Regency. Then it was found that internal supervision had a significant effect on the performance of health workers. It can be said that the better the internal supervision in carrying out its duties in accordance with the SOP, it will affect the performance of health workers at the PT. Vale Indonesia, Tbk East Luwu Regency. Furthermore, the quality of health workers has a significant effect on the performance of health workers. This shows that the higher the quality of health workers, the better the performance achieved by health workers at PT. Vale Indonesia, Tbk East Luwu Regency.

Other findings using the sobel test were obtained research findings that internal supervision can mediate the influence of leadership quality on the performance of health workers at PT. Vale Indonesia Tbk East Luwu Regency. Then the quality of health workers can mediate the influence of leadership quality on the performance of health workers at PT. Vale Indonesia Tbk East Luwu Regency.

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