

# The Effect of Supervision Levels on Employees' Performance Levels

Abd. Hannang\*  
University of Muhammadiyah Palopo  
Abd\_hannang@yahoo.co.id

Salju  
Univeristy of Muhammadiyah Palopo  
salju@umpalopo

Muh. Yusuf Qamaruddin  
Univeristy of Muhammadiyah Palopo  
myusuf@umpalopo.ac.id

**Abstract.** The research objective is to determine the implementation of supervision and employees' performance and how much influence the level of supervision on employees' performance in the City of Manpower Office of Palopo. This research method used a quantitative descriptive approach. The sampling technique implemented the saturated sample technique with 117 respondents. The problem in this study is that the performance of employees in carrying out their duties and responsibilities is not optimal due to the weak level of supervision from the Head of Division and the Head of the Manpower Office of Palopo City. The research hypothesizes that there is an influence of the level of supervision on the performance of employees in the Palopo City Manpower Office with a percentage of influence of 98.6 percent while the remaining was 1.4 percent. Researchers suggest that the leaders carry out routine inspections of subordinate workspaces, conduct discussions, and evaluations to determine barriers to employee performance.

**Keywords:** *employees' performance, supervision*

## INTRODUCTION

Supervision in the performance of an organization is largely determined by the employees who work in it. Employees are the drivers of the organization's operations, so that if employees' performance increases, so do the organizational performance. The same thing happened to government institutions where employees work. On the other hand, bureaucracy becomes an obstacle in service to the community, which then gives birth to a negative image of administration, including low productivity, poor public services provided, low responsibility, and little bureaucratic accountability. The performance of the state civil apparatus is not only caused by a lack of work knowledge and skills, but also comes from leadership, work motivation, and competence. Apart from the institutionalization of achievement-based practices, this review clearly shows that,

apart from claims of conflict, and rewards in organizations, including achieving valuable leadership positions, are systematically non-democratic [1]-[3].

From a practical point of view, flexibility is an important intervention tool for leaders and human resources (HR) in managing employees' performance by developing and maintaining high productivity on an ongoing basis so that a structured process that supports the development of good work is needed. It aims to concretize supervision management in a systematic work environment, including efforts that target a harmonious work environment. Supervision of employees' performance is needed as an effort to encourage progress in organizations that have the ability in every field of work so that they can be directed, progressive, and sustainable [4]-[6].

These personal qualities will contribute to developing and implementing various strategic directions that improve employees' performance through optimal supervision with guidance related to staffing regulations. Openness should not be seen as a stable feature of leadership supervision, but also actively enforced in interactions. Various practical steps are recommended to improve the employee experience by participating in formal task activities. This is presented about how the influence of supervision to improve the performance of its employees. Work engagement is an active, satisfying, and motivating concept. Indeed, agreement in the literature seems to be appearing work engagement which refers to the simultaneous expression of various physical resources (enthusiasm), affective (dedication), and cognitive (absorption) at work. The involvement of supervision in work also enriches employees' experience in terms of quality [5], [7], [9].

Supervision of employees' work must be open in increasing positive employees' loyalty, while other supervisors are more conservative and accustomed to controlling the intensity and frequency of perspectives on saving employees' work costs. The supervisor must be good at adjusting specific strategies according to the truth. Getting the maximum benefit at work is one of the important contents of human resource management.

So important is the supervision of employees' performance so that they can provide some references to carry out the formulation of incentive policies. Practical steps for employees' supervision can be identified when critically reviewed. It was observed that the weakness of supervision was a manifestation of the lack of transparency in employees' performance practices [10], [11].

Employees' convenience is directly related to commitment, employees' behavior as an executor at work, employee turnover, absence, dedication, and performance. The level of work is important to attract and retain talented employees. Good supervision can ensure a competitive advantage in the work. The influence of higher authorities and working hours are considered important to improve employees' performance. Supervision of honorarium payments can improve morale and increase team cohesion. Supervision must continue to provide security benefits for all employees because that will positively affect employees' productivity and improve employees' performance in all sectors and create an impetus for employees' productivity. Mental health problems of employees are the cause of the current working-age population. Leaders as supervisors are responsible for the work environment of employees related to work, but their knowledge of mental health issues is still lacking. Supervisory beliefs and supporting strategies need further exploration [8], [12], [13].

Poor employees' performance checks can be influenced by leadership quality that does not indicate employee performance identification. In addition, the active personality of employees by strengthening the influence of leadership in identifying employees' performance monitoring problems regarding what they do. Empowerment is part of a new theory that studies how human resource management practices can increase the capacity of employees in carrying out their duties to achieve the strategic goals of an organization which is certainly aimed at commitment and performance [14], [15].

The sample is part of the number and characteristics possessed by the population. sampling by making all members of the population sampled or often referred to as population research or census. The coefficient of determination is expressed in a known percentage of the Adjusted R Square value obtained from the statistical test results using the SPSS version 18 program. The coefficient of determination test is used to measure the ability of the model in explaining the variation of the dependent variable [16], [17]

The research aims to find out the level of supervision, the level of employee performance, and to find out how much influence the level of supervision on the level of performance of employees in the city of Palopo.

**METHOD**

Research on the Effect of Supervision Level on Employee Performance Level in Palopo City Manpower Office in 2020 uses quantitative research through descriptive design, a method that explains the value of a variable by processing the amount of data mounting data analysis using descriptive design to prove the hypothesis that has been formulated can be proven or not. This study was designed using a descriptive design that aims to describe the characteristics of a particular phenomenon.

This design provides a general description of the responses of respondents from the questionnaire that has been processed. The design used in this present study was causal design aiming at analyzing the causal relationship between independent variables on fixed variables. Another reason of using the causal design was because this design is generally done by statistical testing.

This research instrument was done by collecting data both primary and secondary data. Researchers do this in certain ways, including:(1) Library research (library research) Data collection techniques based on literature relating to the theory of the problem under study. (2) Field research (field research) Data collection techniques carried out directly in the field, field studies in this study by distributing questionnaires to respondents. The scale used is a Likert scale by giving a weight value to the answers of each respondent. The instrument lattice and research Likert scale are presented in the following table:

Table 1. Research Instrument

Variable	Indicator	Item Number on The Instrument
Supervision Level (Variable X)	Standard setting	1,2,3
	Evaluation of work results	4,5,6,7,8,9
	Suitability	10,11,12
	Corrective action	13,14,15,16,17
Employee Performance (Variable Y)	Work quantity	1,2,3,4
	Quality of work	5,6,7
	Work knowledge	8,9,10
	Teamwork	11,12,13,14,15
	Creativity	16,17,18,19

Table 2. Likert Scale

Alternative Answers	Value Weight
Very good	4
Good	3
Not good	2
Very bad	1

**Population and Sample**

The population in this study was 117 employees or all employees of the Palopo City Manpower

Office. In a population of 117 respondents, given the total population of 100 respondents, 117 employees, the researchers decided to use the saturation sampling technique, which is sampling by making all members of the population sampled.

### **Data Analysis Techniques and Research Instrument Tests**

The test of this research instrument is related to testing the questionnaire as a primary data collection tool. The questionnaire from this study was tested to find out whether the questionnaire had met the eligibility as a research instrument. The research instrument test consisted of validity and reliability tests using the SPSS version 18 program. The stages of the research instrument test are (1) The validity test is used to show the validity of the research instrument, meaning that the instrument can be used to measure what is requested, namely the variable level of supervision and employee performance. Reliability testing is carried out with internal consistency using Alpha Cronbach.

### **Normality Test**

Normality test aims to test the regression model, the dependent variable and the independent variable both have normal distribution or not. The data normality test uses the Kolmogorov Smirnov One Sample test. If the value of Asymptotic (2-tailed) > alpha (0.05), then the data is declared to come from populations that are normally distributed. In addition, the data normality test can also be known by looking at the spread of data (points) on the diagonal axis of the normal P-P plot graph. Decision making is based on, namely: (1) If the data spread around the diagonal line and spreads in the direction of the diagonal line, the regression model fulfills the normality assumption. (2) If it spreads far from the diagonal line or does not follow the direction of the diagonal line, the regression does not meet the normal assumptions.

### **Simple Regression Analysis**

Simple regression analysis is used to predict the value of the regression coefficient of each variable in the study, namely employee performance (variable Y) if the level of supervision (variable X) will increase or decrease. In addition, simple regression analysis is also used to find out the t-count value as a basis for testing research hypotheses. The formula is as follows  $Y = a + bX + e$  namely:

$Y$  = Employee performance  $a$  = Constant

$b$  = Regression coefficient supervision level  $X$  = supervision level

$e$  = Standard error of 5%

### **Test the Coefficient of Determination**

The coefficient of determination is expressed in a known percentage of the Adjusted R Square value

obtained from the statistical test results using the SPSS version 18 program.

### **Hypothesis Test**

Testing the research hypothesis using a t-test (partial test) to find out whether there is an influence of the level of supervision on the performance of employees of the Department of Labor in the City of Palopo. The design of the research hypothesis is (1)  $H_0; b = 0$ , meaning that there is no influence of the level of supervision on the performance of employees at the Palopo City Manpower Office. (2)  $H_a; b \neq 0$ , meaning that there is an influence on the level of supervision on employee performance in the City of Manpower Office of Palopo. Hypothesis testing decision making is based on hypothesis testing criteria. If  $t_{count} < t_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected, meaning that there is no influence from the level of supervision on the performance of employees at the Palopo City Manpower Office. If  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an influence of the level of supervision on employee performance in the City of Manpower Office of Palopo.

## **RESULT & DISCUSSION**

### **Level of Employees' Supervision in the Manpower Office in Palopo City**

Based on the results of the analysis, it is known that the level of supervision carried out by the leadership of employees working in the Department of Labor in the City of Palopo according to the responses of respondents in this study was in the "good" category. Because supervision is carried out by the leadership of striving for work to be carried out in accordance with the plans set and or desired results. Based on indicators that have the lowest score of 344 are items of employee statements that complete work following the tasks, and functions or instructions from the leader in certain conditions. While the highest score of 398 on the item statement of the leader gave awards, both oral and written to subordinates with an actual total score of 5.131.

### **Level of Employee's Performance at the Manpower Office in Palopo City**

Based on the results of the analysis, it is known that the performance of employees working in the Palopo City Labor Office according to respondents in this study is in the "good" category. In this organization, there are no exceptions for employees who do not demonstrate the ability to perform functions that are vital for the achievement of shared goals because the successful implementation of the program in the Palopo City Manpower Office must match the results of the performance of its employees. This study shows the indicator that has

the lowest score is 344 on the employee statement items that have the accuracy, especially when archiving work documents. While the highest score is 398 on the item statement of employees who can work together in completing work by dividing work according to the field of work with an actual total score of 5.879.

The level of supervision has a positive effect on employee performance at the Palopo City Manpower Office. Thus, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Based on the research results obtained, the researchers found findings (1) In addition to the inherent inspection and supervision, the application of supervisory techniques by leaders to subordinates can be done by holding discussion activities conducted every workday. This is intended to provide opportunities for subordinates to be able to convey things that hinder the work of employees and employees can provide useful advice to improve work completion. (2) Realizing that employee performance is also related to the psychological conditions of employees, especially those related to work stress levels, work difficulties, and fairly solid job assignments. Therefore, employees need counseling that involves experts or medical personnel to monitor the condition and psychological development of employees.

#### CONCLUSION

Based on the results of the study, it is assessed the level of supervision conducted by the leadership of the Department of Manpower employees in the City of Palopo, so that in this study employees were ranked in the good category. The magnitude of the influence of the level of supervision on the level of employee performance in the Department of Labor in Palopo City is 98 percent while the remaining 2 percent is influenced by other variables not examined namely work discipline, organizational culture, communication climate, employee competence and so on.

#### ACKNOWLEDGMENTS

Acknowledgments that have been conveyed by researchers to various parties who helped during the research process, including (1) Mr. M. Risal, SE, M.Sc, who has given full trust and support to exchange ideas with researchers in conducting this research. (2) The researcher would like to thank the Manpower Office of Palopo City, South Sulawesi Province, Indonesia, for assisting the researcher in collecting materials and data related to this research. (3) Organizations in Palopo city that have helped accelerate the implementation of this research. (4) For anything that cannot be mentioned by the researcher, the researcher is humbly grateful.

#### REFERENCES

- [1] S. Syamsuddin, A.R. Kadir, & S. Alam, "Improving performance of civil servants: The effect of leadership, work motivation and competence," *Hasanuddin Journal of Applied Business and Entrepreneurship*, vol. 3 no. 1, 2020.
- [2] H. Hamida, M. Haming, B. Semmaila, & J. Bijang, "A mediation effect of new public management on the relationship between intelligence, leadership, HR quality and performance of local government employees in Indonesia," *Management Science Letters*, vol. 10, pp. 1401–1408, 2020.
- [3] H. J. Hartman, "The organizational reproduction of inequality", *Academy of Management Annals*, vol. 14, no. 1, pp. 1–36, 2020.
- [4] C.M. Kelly, Y. Rofcanin, M.L. Heras, & C. Ogbonnaya, E. Marescaux, M. José Bosch, "Seeking an "i-deal" balance: Schedule-flexibility i-deals as mediating mechanisms between supervisor emotional support and employee work and home performance," *Journal of Vocational Behavior*, vol. 118, pp. 103369, 2020.
- [5] N.A.G. Al- Saffar, A.M. Obeidat, "The effect of total quality management practices on employee performance: The moderating role of knowledge sharing," *Quarterly Publication*, vol. 10, no. 1 pp. 77-90, 2020.
- [6] T. Hellman, F. Molin, & M. Svartengren, MD, "A Mixed-Method Study of Providing and Implementing a Support Model Focusing on Systematic Work Environment Management," *Joem*, vol. 62, no. 4, 2020.
- [7] C.D. Wählin-Jacobsen, "Open or closed? A social interaction perspective on line managers' reactions to employee voice," *Management Communication Quarterly*, vol. 34, no. 1, pp. 32–57, 2020.
- [8] S.M. Hossen, T. Hossain, M. Rana, & M.T. Ismail, "Employees" Satisfaction of Government Organization in Tangail City, Bangladesh," *International Business Research*; vol. 12, no. 2, 2019.
- [9] L. Eldor, I. Harpaz, & M. Westman, "The work/nonwork spillover: The enrichment role of work engagement," *Journal of Leadership & Organizational Studies*, pp. 1-14, 2016.
- [10] L. Wan, "Nash equilibrium in the game of compensation and promotion between enterprises and employees," *Advances in Economics, Business and Management Research*, vol. 91, 2019.
- [11] S. Beijer, R. Peccei, M. van Veldhoven, & J. Paauwe, "The turn to employees in the

- measurement of human resource practices: A critical review and proposed way forward,” *Hum Resour Manag J*, pp. 1–17, 2019.
- [12] O.J. Kayode, A.J. Adeyinka, & A.J. Abiodun, “Employees’ remuneration and performance in Nigerian breweries plc,” *International Journal of Business and Management Future*, vol. 3, no. 1, 2019.
- [13] Porter, Susann, Lexén, Annika, Bejerholm, & Ulrika, “Employers’ beliefs, knowledge and strategies used in providing support to employees with mental health problems,” *Journal of Vocational Rehabilitation*, vol. 51, no. 3, pp.325-337, 2019.
- [14] I. Buila, E. Martínez, & J. Matute, “Transformational leadership and employee performance: The role of identification, engagement and proactive personality,” *International Journal of Hospitality Management*, 0278-4319.
- [15] M.A. Saleem, Z.M. Bhutta, & S. Zahra, “Enhancing performance and commitment through leadership and empowerment an emerging economy perspective,” *International Journal of Bank Marketing*, vol. 37, no. 1, pp.303-322, 2019.
- [16] Sugiyono, *Metode Penelitian Bisnis*, Bandung: Alfabeta, 2011.
- [17] Ghozali & Imam, *Aplikasi Analisis Multivariate dengan program SPSS*, Semarang: Badan Penerbit Universitas Diponegoro, 2011.