

UDC 33

THE INFLUENCE OF SUPERVISION ON EMPLOYEE WORK EFFECTIVENESS AT KAIRATU SUBDISTRICT OFFICE OF WEST SERAM REGENCY

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ABSTRACT

The purpose of this study was to determine the effect of work supervision on the effectiveness of employee work at the Kairatu Subdistrict Office, West Seram Regency. The research results showed that partially work supervision had a significant effect on the work effectiveness of employees at the Kairatu Subdistrict Office, West Seram Regency. Meanwhile, Supervision is able to contribute or influence equal to 75,0% on the work effectiveness of employees at the Kairatu Subdistrict Office, West Seram Regency, the remaining namely 25% is explained by other variables outside the supervision variable. The positive relationship direction between supervision and work effectiveness shows that the better the supervision, the higher the employee's work effectiveness. Conversely, the less good the supervision, the lower the employee's work effectiveness.

KEY WORDS

Work, supervision, effectiveness, employee.

The law Number 43 of 1999 Article 3 Section 1 on The Personnel Principles which states that: civil servants have the status of elements of the State apparatus whose task is to provide services to the community in a professional, honest, fair, and equitable manner in the implementation of State, governance and development duties. This is a legal basis for civil servants so that they can be used as the basis for governing the country towards a perfect administration, where the quality of civil servants and the quality of the apparatus organization greatly determines the state's goals. Thus the position of civil servants is very important and determines, the success or failure of the mission of the government depends on the state apparatus because civil servants are the state apparatus in order to realize the ideals of national development. For this reason, then it requires optimal work effectiveness from civil servants, so that the administration of the state can run in accordance with the objectives of national development.

Emerson (in Hasibuan 2007: 242) defines that effectiveness is a measurement in the sense of achieving predetermined goals or objectives, meaning that work is said to be effective if the work is achieved with time and targets in accordance with the provisions that have been planned, and in the implementation of the work also can be achieved by saving in the use of costs, space and time. From this definition of effectiveness can be interpreted as the ability to complete work in accordance with the target achievement time as planned (Doty et al., 1993; Jacobs et al., 2003; Oyetunji & Anderson, 2006; Haynes et al., 2007; Lopes et al., 2011).

One of the challenges faced in increasing employee work effectiveness is the existence of differences in individual attitudes and behavior at work (Campion et al., 1993; Mor Barak et al., 1998; Saari & Judge, 2004; Twenge, 2010; Bakker & Schaufeli, 2015). The differences in attitudes and behaviors are reflected in various ways. As for the efforts that can be made in order to improve and maintain employee effectiveness is by supervision. The supervisory function has a very important role, especially on the level of effectiveness of employees' work. Because employees are the thinkers, planners and implementers of development. In this development, a high level of effectiveness is required.

Supervision needs to be carried out through various educational information efforts which are expected to prevent or at least be able to unravel the occurrence of acts of fraud

which in turn can hinder the running of general government tasks and the speed of the development process.

According to Situmorang and Juhir (1994: 30), inherent supervision is a series of activities that are continuously carried out by direct superiors to their subordinates in a preventive or repressive manner so that the implementation of the subordinates' duties runs efficiently in accordance with activity plans and the applicable laws and regulations.

Inherent supervision is carried out through work procedures which are clear implementation instructions from superiors to subordinates, recording work results and its reporting which are tools for superiors to obtain information needed for decision making as well as the compilation of good accountability regarding financial management and continuous personnel development so that the implementers become the elements that are able to carry out properly the tasks they are responsible for.

From the observation results at the Kairatu Subdistrict Office, West Seram Regency, it is known that there are indications that lead to a low level of employee work effectiveness. This can be seen from:

- During office hours, there are employees who are relaxed and even not in place during office hours;
- The use of time during working hours is not effective so that the work is not as expected;
- Lack of employee job satisfaction with the use of office facilities that can support in carrying out work;
- There is still a lack of good cooperation between one employee and another in carrying out their duties.

As a first step in solving a problem, it is necessary to consider why and how the problem exists, so that there will be efforts to determine what steps will be taken to answer, overcome and solve the problem. Thus, based on the description of the background, the purpose of this research is "To determine the effect of supervision on work effectiveness in Kairatu Subdistrict, West Seram Regency".

THEORETICAL REVIEW

The concept used in this research is:

- According to Griffin, (2004: 166) supervision is a process for determining what work has been carried out, evaluating and correcting it if necessary with the intention that the work is in accordance with the original plan;
- Hadyaningrat (1989: 38) in Yazid (2009: 49), effectiveness is the ability of a person or group of people who are carrying out activities to get or give birth to the results of that activity.

Relationship of Supervision on Work Effectiveness. Supervision means carrying out a process of controlling the tasks that are carried out, this control is an assessment; the assessment is carried out so that the plans that have been established in the implementation of these tasks are in accordance with what was previously planned. This is in line with the opinion of Manullang (2006: 173) which states that supervision can be interpreted as a process to determine the work that has been carried out, evaluate it and if necessary, correct it with the intention that the implementation of the work is in accordance with the original plan.

The supervisory function has a very important role, especially on the level of effectiveness of employees' work. Because employees are thinkers, planners and implementers of development. In this development, a high level of effectiveness is required. Without good effectiveness, then the implementation of development will face obstacles, especially in the administration of the State, where the elements cannot be perfected at the same time, while the tasks of State administration are getting wider and developing, this is where the role of supervision will greatly affect on the level of employee effectiveness.

The framework in this study can be described in the following model:

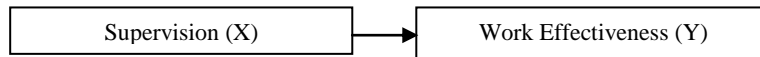


Figure 1 – Theoretical Framework (Source: Theoretical Basis)

Hypothesis. From the theoretical framework mentioned above, the researcher formulates a hypothesis. It is suspected that there is an effect of supervision on the effectiveness of employee work at the Kairatu Subdistrict Office, West Seram Regency.

METHODS OF RESEARCH

The type of this research is explanatory research or research that explains the causal relationship between variables through hypothesis testing (Singarimbun 2003:3). In this study, the monitoring variable as an independent variable (X) is measured using indicators 1). Setting the standard. 2). Measure performance 3). Performance assessment. 4) Corrective / correction action. While the work effectiveness variable as the dependent variable (Y) is measured using indicator 1). The quality of work includes thoroughness, accuracy, skill and cleanliness. 2). The quantity of work which includes the total output, both routine output and extra output. 3). Timeliness, whether the work is in accordance with the predetermined standard time, faster or slower. Furthermore, the populations in this study were employees at the Kairatu Subdistrict Office, West Seram Regency. While the sampling technique in this study used the census method, namely the entire population was the sample in the study. This is conducted considering the number of employees in the Kairatu Subdistrict Office, West Seram Regency amounted to 33 people, so there is no need for sampling.

Data Analysis Methods. The analysis model used is Simple Linear Regression to determine the effect of independent variables on the dependent variable. As for the simple linear regression equation is as follows:

$$Y = \alpha + \beta X + e$$

Where:

- X: Supervision Variables;
- Y: Work Effectiveness Variable;
- α : Intercept coefficient (Constant);
- β : Regression coefficient;
- e: Error.

RESULTS AND DISCUSSION

Analysis of Respondents' Perceptions on Work Supervision and Work Effectiveness. The implementation of work supervision will be a good work system if it can be understood and accepted by every employee in increasing work effectiveness. Therefore, it is necessary to analyze employee perceptions on work supervision and work effectiveness in this study. The scale used to see respondents' perceptions on work supervision and work effectiveness is a Likert scale.

To facilitate the assessment of respondents' answers, then the following assessment criteria were made:

- Strongly Agree /Sangat Setuju (SS): given a weight of 5;
- Agree /Setuju (S): given a weight of 4;
- Fairly Agree /Cukup Setuju (CS): given a weight of 3;
- Disagree /Tidak Setuju (TS): given a weight of 2;
- Strongly Disagree/Sangat Tidak Setuju (STS): given a weight of 1.

The next step is to find the average of each respondent's answer to facilitate the assessment of the average, then made an interval of 5.

The formula used according to Riduwan (2003: 71) is as follows:

$$P = \text{Range} / \text{Number of Interval Classes}$$

Where: Range: Highest Score - Lowest Value; Number of Interval Classes: 5.

Based on the formula above, then we can calculate the length of the interval class as follows: $P = 0,8$.

After calculating the interval from the assessment criteria, then it can be concluded as follows: 4,20 – 5,00 = Very Good/Sangat Baik (SB); 3,40 – 4,19 = Good/Baik (B); 2,60 – 3,39 = Less Good/Kurang Baik (KB); 1,80 – 2,59 = Not Good/Tidak Baik (TB); 1,00 – 1,79 = Very Not Good/Sangat Tidak Baik (STB).

Employee Perceptions on Work Supervision. Analysis of employees' perceptions on work supervision is carried out based on the indicators that have been determined in the supervisory process. After the questionnaire is distributed, then grouping is carried out based on the answers to each statement then continued with weighting based on pre-determined intervals. The perception of work supervision consists of 9 statements. The following are the results of the questionnaire from the respondents' statements regarding the perception of work supervision:

Table 1 – Analysis of Employee Perceptions On Work Supervision

No.	Statement	Answer					Average	Information
		SS	S	CS	TS	STS		
1.	Question 1	24,2%	48,5%	12,1%	15,2%	-	3,81	B
2.	Question 2	27,3%	36,4%	24,2%	12,1%	-	3,78	B
3.	Question 3	42,4%	27,3%	24,2%	6,1%	-	4,06	B
4.	Question 4	15,2%	42,4%	24,2%	12,1%	6,1%	3,48	B
5.	Question 5	18,2%	45,5%	12,1%	24,2%	-	3,57	B
6.	Question 6	18,2%	45,5%	24,2%	12,1%	-	3,69	B
7.	Question 7	18,2%	45,5%	12,1%	24,2%	-	3,57	B
8.	Question 8	27,3%	36,4%	24,2%	12,1%	-	3,78	B
9.	Question 9	45,5%	21,2%	21,2%	12,1%	-	4,00	B
TOTAL							33,74	
AVERAGE							3,79	B

Source: Primary Data (processed), 2020.

Based on the table above, regarding the respondent's response to work supervision, it is concluded that the program was responded with "good". This can be seen from the average value of the entire statement, namely 3,79 which is in the interval 3,40 - 4,19.

Employee Perceptions On Work Effectiveness. In this section, researchers will discuss employee perceptions on work effectiveness. The following are respondents' responses about work effectiveness.

Table 2 – Analysis of Employee Perceptions On Work Effectiveness

No.	Statement	Answer					Average	Information
		SS	S	CS	TS	STS		
1.	Question 1	18,2%	48,5%	24,2%	9,1%	-	3,75	B
2.	Question 2	30,3%	42,4%	15,2%	12,1%	-	3,90	B
3.	Question 3	36,4%	33,3%	24,2%	6,1%	-	4,00	B
4.	Question 4	30,3%	42,4%	15,2%	12,1%	-	3,90	B
5.	Question 5	39,4%	24,2%	36,4%	-	-	4,03	B
6.	Question 6	33,3%	36,4%	30,3%	-	-	3,96	B
7.	Question 7	30,3%	36,4%	33,3%	-	-	3,96	B
8.	Question 8	3,0%	48,5%	39,4%	9,1%	-	3,45	B
9.	Question 9	57,6%	15,2%	21,2%	6,1%	-	4,24	SB
TOTAL							35,19	
AVERAGE							3,91	B

Source: Primary Data (processed), 2020.

Based on the table above, regarding the respondent's response to work effectiveness, it is concluded that the respondent's response to work effectiveness can be said to be "good", because the average value of all statements is 3,91 which is in the interval 3,40 - 4,19.

The Effect of Work Supervision on Work Effectiveness. After knowing the conditions of work supervision and overall work effectiveness based on the average score, then we will see the effect of work supervision on work effectiveness. Before analyzing the data with predetermined analysis methods, previously conducted the validity and reliability test. Validity testing is used to measure whether the statements in the questionnaire are valid or not. A statement is said to be valid if the statement is able to express what it wants to measure, while the Reliability Test is used to determine the consistency of the measuring instruments used.

In this study, the magnitude of the effect of work supervision on work effectiveness can be determined using simple regression analysis, the coefficient of determination and the t test. This answer is calculated based on the results of a questionnaire that has been distributed which consists of 9 statements related to work supervision and 9 statements related to work effectiveness.

Validity and Reliability Testing. Testing the validity of the research instrument in this study using the product moment correlation technique, by correlating the score of each item with the total score. The results of the validity test are presented in the following table:

Table 3 – Instrument Validity Test Results

Variable	Question Item	Correlation Value	R _{table} ($\alpha = 0,05$) n = 33	Information
Work Supervision (X)	X1	0.348	0.334	Valid
	X2	0.837	0.334	Valid
	X3	0.679	0.334	Valid
	X4	0.738	0.334	Valid
	X5	0.816	0.334	Valid
	X6	0.666	0.334	Valid
	X7	0.816	0.334	Valid
	X8	0.704	0.334	Valid
	X9	0.885	0.334	Valid
Work Effectiveness (Y)	Y1	0.806	0.334	Valid
	Y2	0.688	0.334	Valid
	Y3	0.652	0.334	Valid
	Y4	0.633	0.334	Valid
	Y5	0.736	0.334	Valid
	Y6	0.770	0.334	Valid
	Y7	0.770	0.334	Valid
	Y8	0.378	0.334	Valid
	Y9	0.504	0.334	Valid

Source: Primary Data Processed, 2020.

The instrument is said to be valid if the product moment correlation shows a significant correlation between the item score and the total score or by comparing the correlation value of each item with the correlation value of the table (r table), if r product moment > r table then the instrument is said to be valid. The table shows that the question items have a correlation value greater than r table (greater than 0.294) so that the questions posed are declared valid and feasible to be analyzed.

The reliability measurement technique using Cronbach's alpha at a confidence level of 95% ($\alpha = 5\%$). The results of reliability calculations are presented in the following table:

Table 4 – Instrument Reliability Test Results

Independent Variable	Alpha Coefficient	Information
Work Supervision (X)	0.774	Reliable
Work Effectiveness (Y)	0.762	Reliable

Source: Primary Data Processed, 2020.

Instrument reliability testing was carried out on question items that had validity. The instrument is declared reliable if the value of the reliability coefficient obtained reaches at least 0,6. The results of the reliability test presented in table 4.8 show that each value of the reliability coefficient is greater than 0,6 so that the instrument used is declared reliable.

The summary of the results of the simple linear regression analysis is as follows:

Table 5 – Recapitulation of Simple Linear Regression Analysis

Independent Variable	Regression Coefficient	t calculate	Probability
Work Supervision (X)	0.691	9.847	0,000
Constant	11.887		
F calculate	96.966		
Adjusted R ²	0.750		
R Square	0.758		
R	0.870		
Dependent Variable (Y) Work Effectiveness			

Source: Primary Data Processed, 2020.

From the table above, a simple linear regression equation can be made as follows:

$$Y = 11.887 + 0.691 (\text{Work Supervision})$$

The regression equation can be explained as follows:

1) The constant (a) of 11.887 indicates the magnitude of work effectiveness at the Kairatu Subdistrict Office, West Seram Regency if there is no influence from the variable of work supervision (X). Or show the magnitude of work effectiveness (Y) value if the independent variable that affects the value is considered zero.

2) The coefficient of work supervision (b1) shows that the work supervision variable has an influence of 0.691 on the work effectiveness of the employees at the Kairatu Subdistrict Office, West Seram Regency. The positive value of the regression coefficient shows a unidirectional influence, meaning that the higher the work supervision will cause the higher the work effectiveness of the employees at the Kairatu Subdistrict Office, West Seram Regency. Or it can also be said that every increase (addition) of 1 unit of variable X (work supervision) there will be a tendency to increase the dependent variable Y (work effectiveness) by 0,691 assuming the other independent variables are constant.

3) The magnitude of the coefficient of determination (R²) = 0.758 and after adjusted to be Adjusted R square amounted to 0.750, it shows that the work supervision variable together contributes 75,0% to the changes in the work effectiveness of the employees at the Kairatu Subdistrict Office, West Seram Regency, while the remaining 25% is a contribution of other variables that are not observed in this study.

Hypothesis Testing (t test). To test the assumption that the work supervision variable (X) has a significant effect on employee work effectiveness (Y) at the Kairatu Subdistrict Office, West Seram Regency, the t-test / partial test is used. The results of the t test / partial test can be briefly explained as follows:

T-Test / Partial Test of Work Supervision (X) Variables. The results of the regression analysis obtained the value of t calculate = 9.847 while at $\alpha = 0,05$ and $df = 31$, obtained the value of t table = 1.695 because t calculate > t table so thus proved that partially the work supervision variable had a significant effect on the work effectiveness of employees at Kairatu Subdistrict Office, West Seram Regency.

Thus the hypothesis which states that it is assumed that the work supervision variable has a significant effect on work effectiveness in this case is accepted and has been statistically tested.

DISCUSSION OF RESULTS

Based on the results of the calculation of simple regression analysis in this study, it shows that there is an influence between work supervision on the work effectiveness of the

employees at the Kairatu Subdistrict Office, West Seram Regency, obtained the equation $Y = 11.887 + 0.691 X$ means that each unit score on the effect is influenced by supervision of 0,691. For work supervision, obtained a value of 0,691, meaning that every change or addition of the value of one unit of supervision, then the work effectiveness variable will increase by 0,691.

Work supervision of the employees at Kairatu Subdistrict Office, West Seram Regency is included in the good category, because the supervision is carried out in accordance with the standards set by the company. Work effectiveness is a series of physical and spiritual activities carried out by humans to achieve certain goals, goals can be achieved if employees work effectively so that the survival of the organization can be guaranteed. To be able to work effectively, an employee needs to be supported by the implementation of good supervision, thus it can be said that the better the work supervision, then work can be completed effectively. This is in accordance with the opinion which states that the work is effective if it can be completed on time according to the established plan (Soeprihanto, 1984:47; Stout et al., 1999; Koole, van't Spijker, 2000; Chen & Chen, 2005; Rothwell, 2010; Malik, 2014; Brace, 2018).

The work effectiveness of the employees studied at the Kairatu Subdistrict Office, West Seram Regency, includes quality, quantity and timeliness. Based on the results of the research conducted, most employees have been able to complete work on time, do not neglect work and can provide satisfaction to the leadership and employees themselves. Thus the work effectiveness of employees at the Kairatu Subdistrict Office, West Seram Regency has largely completed the work effectively. This is evidenced from the results of the influence test between supervision on employee work effectiveness that there is a positive influence between supervision on the work effectiveness of employees at the Kairatu Subdistrict Office, West Seram Regency. The form of this influence can be described from the regression equation obtained, the value of the regression coefficient which is positive means that there is a positive influence between supervision on the work effectiveness of the employees at the Kairatu Subdistrict Office, West Seram Regency. This positive influence shows that the better the supervision, the higher the effectiveness of its work. Based on the results of the calculation of simple regression analysis, it can be seen that the contribution given by the monitoring variable is 75,0%. The greater the contribution of variables (supervision) the greater the effect on work effectiveness. If work effectiveness is to be increased, then supervision must also be increased.

CONCLUSION

Supervision carried out by the leadership at the Kairatu Subdistrict Office, West Seram Regency is already good. This is supported by the respondent's response to the work supervision, then it is concluded that the program has been responded "good". This can be seen from the average value of the entire statement, namely 3,79 which is in the interval 3,40 - 4,19.

The work effectiveness of employees at the Kairatu Subdistrict Office, West Seram Regency is already high, it has been carried out efficiently, effectively, transparently with accountability and fulfillment of a very good sense of justice. This is supported by the respondent's response to work effectiveness, then it is concluded that the respondent's response to work effectiveness can be said to be "good", because the average value of all statements is 3,91 which is in the interval 3,40 - 4,19.

Supervision has a significant and positive effect on employee work effectiveness. Supervision is able to contribute or influence amounted to 75,0% on the work effectiveness of employees at the Kairatu Subdistrict Office, West Seram Regency. While the remaining 25% is explained by other variables outside the supervision variable. The positive direction of the relationship between supervision and work effectiveness shows that the better the supervision, the higher the employee's work effectiveness. Conversely, the less good the supervision, the lower the employee's work effectiveness.

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