



## The Effect Of Supervision On Employee Performance At The South Binjai Sub-District Office

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### Abstract

This study aimed to examine the effect of supervision on employee performance at the Binjai Selatan Subdistrict Office. The study used a quantitative method with a simple linear regression approach to analyze the relationship between supervision as the independent variable and employee performance as the dependent variable. Data were collected through questionnaires distributed to employees at the Binjai Selatan Subdistrict Office, with a total of 117 respondents. The results showed that supervision had a positive and significant effect on employee performance, with a regression coefficient of 1.201, indicating that every 1-point increase in supervision would improve employee performance by 1.201 points. The t-test showed a t-value of 13.416 > t-table value of 1.67866, with a significance value of 0.000, meaning the alternative hypothesis was accepted and the null hypothesis was rejected. The coefficient of determination analysis resulted in an Adjusted R Square value of 0.591, indicating that supervision could explain 59.1% of the variability in employee performance. These findings suggested that good supervision could improve employee performance in the organization, although other factors not examined in this study also influenced employee performance. This study provides important contributions to human resource management, particularly in efforts to improve employee performance through effective and efficient supervision.

### Keywords:

Supervision; Employee Performance

## 1. INTRODUCTION

Effective supervision is a crucial factor in achieving organizational goals, including at the South Binjai Sub-district Office. The reality on the ground shows that there is low job dissatisfaction among employees, which negatively affects their performance. According to (Robbins & Judge, 2017), it is stated that supervision is an important aspect that affects the performance of individuals in an organization. This research is supported by results that show that satisfied and motivated employees tend to show better performance (Luthans, F, 2011).



Based on initial observations and interviews, the author found that some employees at the South Binjai Sub-district Office were dissatisfied with their jobs. This is reflected in complaints about the workload, and lack of supervision from the leadership. Employee motivation is also relatively low, as can be seen from the lack of initiative and innovation in daily work. Yuniati & Purwatmini, (2017) emphasized that motivational factors such as recognition and the opportunity to develop are essential to increase work motivation.

This research focuses on the influence of supervision on employee performance. Effective supervision can ensure that employees are working according to set standards, provide constructive feedback, and help address issues that may hinder performance (Jones, G. R & George, J. M, 2011). At the South Binjai Sub-district Office, the quality of supervision by superiors is often less than optimal, which has an impact on the overall performance of employees.

There is a gap between ideal conditions and reality in the South Binjai Sub-district Office, which shows the importance of this research. Previous research has shown that high supervision is positively correlated with employee performance. (Amiruddin, 2017) also shows that effective supervision can improve organizational performance by ensuring that work goals and standards are achieved.

Effective supervision is the key to improving employee performance. With good supervision, employees feel more valued and motivated to give their best performance. Consistent and constructive supervision can help identify and address work problems more quickly and efficiently, which will ultimately increase employee supervision and motivation (Amiruddin, 2017).

According to (Handoko, 2013) supervision is the process for that organizational and management goals are achieved. This is pleasing to the ways of making activities as planned. Meanwhile, according to Brantas in (Wulandani, 2018) explained that, Supervision is the measurement and improvement of the implementation of subordinate work, so that the plans that have been made to achieve the company's goals can be implemented.

In this study, the definition of supervision refers to the theory of Siagian Dalam (Susilawati et al., 2023) which says that it is a process of following the development of activities to ensure the course of work, so that it can be completed perfectly as previously planned, with the correction of several interconnected thoughts.

According to Handoko in (Susilawati et al., 2023) the indicators of supervision are as follows:

- 1) Setting standards;
- 2) Work measurement;
- 3) Performance Appraisal;
- 4) Take corrective action

Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given



to him (Mangkunegara. A.A. P, 2020). Meanwhile, (Robbin & Judge, 2015) states that employee performance is the result achieved by employees that are evaluated based on certain standards or criteria, which include the effectiveness, efficiency, and contribution of employees to organizational goals.

To measure employee performance, this research refers to the theory (Mangkunegara. A.A. P, 2020) is as follows:

1. Quality of Work. The quality of the work achieved by employees, which includes accuracy, accuracy, and conformity with predetermined standards.
2. Work Quantity. The volume or number of work that can be completed by employees in a certain period of time.
3. Timeliness. The ability of employees to complete work according to the specified time limit.
4. Effectiveness. The extent to which the employee's work results are in accordance with the goals to be achieved and have a positive impact on the organization.
5. Efficiency. The optimal level of resource use in completing the work, which includes time, cost, and effort.
6. Discipline. The level of employee compliance with the rules and procedures that have been set by the organization.
7. Creativeness. The ability of employees to generate new and innovative ideas that can improve performance and productivity.

The concept of this research is as illustrated in the following conceptual framework drawing:



**Figure 1. Conceptual Framework**

## 1. RESEARCH METHODS

This type of research is a casual associative quantitative research with the aim of analyzing the relationship patterns between variables with the aim of finding out the influence between two independent (exogenous) variables on bound (endogenous) variables (Hair, J.F., et. al, 2022). This research was carried out at the South Binjai Sub-district Office. The time of this research was carried out from August to November 2024. According to (Sugiyono, 2018) population is a



generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the entire number of employees at the South Binjai Sub-district Office with a total of 117 employees with the following details:

**Table 1. Population Details**

No	Status	Number (Person)
1.	ASN	64
2.	Honorary	53
<b>Sum</b>		<b>117</b>

Source : South Binjai Sub-district Office

The sampling technique used in this study is a saturated sample. According to (Sugiyono, 2019) saturated sampling is a sample selection technique when all members of the population are sampled where all populations in this study are sampled, totaling 117 employees

The data that will be used from this study is the data from the questionnaire results distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using SPSS version 25.0.

Validity and reliability tests were carried out in order to improve the quality of research data. The criteria for making a validity test decision are as follows: If the calculation > the table, then the question item is valid. If the calculation < rtable, then the question item is invalid. Meanwhile, the reliability test criteria are formulated if r-alpha > r-table, then the statement is reliable, and if r-alpha < r-table, then the statement is not reliable.

The linear regression model is formulated in this study with the following formula:

$$Y = a + bX$$

Where:

Y = Employee Performance

X = Supervision

a = Constant

b = Regression coefficient

The t-test in this study was carried out to determine the significance of the influence of the independent variable on the bound variable (Hair, J.F., et. al, 2022). According to Hair, J.F., et. al, (2022) The determination test (R<sup>2</sup>) is used to measure how much the influence of independent variables on dependent variables. In other words, this determination coefficient is used to assess the magnitude of the influence of the independent variable studied, namely Supervision (X), on the dependent



variable, namely Employee Performance (Y). The value of the determination coefficient ( $R^2$ ) ranges from zero to one ( $0 < R^2 < 1$ ) which means, if  $R^2 = 0$ , then there is no influence between the variable (X) and the variable (Y). Conversely, if  $R^2$  is close to 1, then the influence between variable (X) and variable (Y) is getting stronger. This determination coefficient test was carried out using SPSS software version 25.0.

### 3. RESULTS AND DISCUSSION

#### 3.1 Research results

##### a) Descriptive Analysis

Descriptive Analysis In this test, it is used to find out the minimum and maximum scores, the highest score, the rating score and the standard deviation of each variable. The results are as follows:

**Table 2. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Supervision	117	3.25	5.00	4.4124	.48280
Employee Performance	117	3.43	5.00	4.3505	.42970
Valid N (listwise)	117				

The results of Table 2 show that the majority of respondents gave a positive assessment of Employee Supervision and Performance. The average value for the Supervision variable is 4.4124, which indicates that most employees are satisfied with the level of supervision provided, with a score ranging from 3.25 to 5.00. Similarly, the Employee Performance variable has an average value of 4.3505, which indicates that the overall employee performance is also at a good level, with a score ranging from 3.43 to 5.00.

In addition, the standard deviation for these two variables is relatively low, namely 0.48280 for Supervision and 0.42970 for Employee Performance. This indicates that although most respondents gave high ratings, there was still little variation in perception between individuals. This may be due to differences in the experience and perception of each employee towards the standards of supervision and performance applied in the work environment.

##### b) Validity and Reliability Test Results

###### Validity Test Results

Validity tests are used to measure the validity of a questionnaire or not. The validity test carried out in this study is through the *Corrected Item-Total Correlation* test or better known as *PersonCorrelation*.

**Table 3. Results of the Validity Test of Supervisory Variables (X)**



Variable	Correlation Value	Probability	Information
X1	0.809 > 0.1816	0.000 < 0.050	Valid
X2	0.880 > 0.1816	0.000 < 0.050	Valid
X3	0.871 > 0.1816	0.000 < 0.050	Valid
X4	0.864 > 0.1816	0.000 < 0.050	Valid

Source: Processed with spss version 25

From the above data, it can be stated that the indicator in the Supervision variable has a correlation coefficient value of > 0.1816 with a significance value of 0.000 < 0.05 so that it can be concluded that the indicator of the Supervision variable is valid (Sugiyono, 2017).

**Table 4. Results of the Validity Test of Employee Performance Variables (Y)**

Variable	Correlation Value	Probability	Information
Y.1	0.747 > 0.1816	0.000 < 0.050	Valid
Y.2	0.706 > 0.1816	0.000 < 0.050	Valid
Y.3	0.766 > 0.1816	0.000 < 0.050	Valid
Y.4	0.805 > 0.1816	0.000 < 0.050	Valid
Y.5	0.868 > 0.1816	0.000 < 0.050	Valid
Y.6	0.878 > 0.1816	0.000 < 0.050	Valid
Y.7	0.817 > 0.1816	0.000 < 0.050	Valid

Source: Processed with spss version 25

From the above data, it can be stated that all indicators in the Employee Performance variable have a correlation coefficient value greater than 0.1816 with a significance value of 0.000 < 0.05 so that it can be concluded that the statements for the Employee Performance variable are valid (Sugiyono, 2016).

### Reliability Test Results

According to (Ghozali, 2016) The reliability test aims to measure how reliable or reliable the questionnaire is distributed to the respondents, which is useful as an instrument in this study. The reliability measurement method used in this study is by looking at the value of *Cronbach Alpha (a)*, questionnaires that are declared reliable or reliable if the value of *Cronbach Alpha (a)* > 0.61.

**Table 5 Reliability Test Results**

Variable	Cronbach's Alpha	N of Items
Supervision	0.878	4
Employee Performance	0.906	7

Source: Processed with spss version 25.0





Based on table 5, it is known that the *Cronbach Alpha (a)* value of the Employee Supervision and Performance variable is greater than 0.60. So that it can be concluded that all indicators in the variable instrument are declared reliable or reliable so that they can be continued to the test of the research hypothesis

### b) Quantitative Analysis

This analysis is intended to determine the influence of independent variables on dependent variables. The test results are as follows:

#### Simple Linear Regression Analysis

This regression test is intended to find out the change of the dependent variable if the independent variable undergoes a change. The test results are as follows:

**Table 6. Results of Sederhada Linear Regression Test**

Type	Unstandardized		Standardize		Sig.
	Coefficients		d		
	B	Std. Error	Beta	t	
1 (Constant)	9.257	1.641		5.641	.000
Supervision	1.201	.092	.771	12.994	.000

a. Dependent Variable : Employee Performance

Based on the test results in Table 6, a simple linear regression equation was obtained that describes the relationship between Supervision and Employee Performance with the equation  $Y = 9,257 + 1,201X$ . In this equation, Y refers to Employee Performance, while X refers to Supervision. The constant value of 9,257 indicates that if there is no Supervision factor (value  $X = 0$ ), then the Employee Performance is expected to be at 9,257. This illustrates that even if there is no direct contribution from Supervision, Employee Performance will still have a value higher than zero.

The regression coefficient for Supervision, which is 1,201, indicates that every 1 point increase in Supervision will lead to an increase in Employee Performance by 1,201 points. This shows that there is a significant positive relationship between the two variables, where the better the supervision received by employees, the higher the Employee Performance can be achieved.

#### Determination Coefficient Analysis



To determine the magnitude of the influence of independent variables on dependent variables, a determination coefficient analysis was carried out. The test results are as follows:

**Table 7. Determination Coefficient Test Results**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771a	.595	.591	1.92242

a. Predictors: (Constant), Surveillance

The test results in Table 7 show an Adjusted R Square value of 0.591 or 59.1%, which means that Supervision is able to explain 59.1% of the variability in Employee Performance. In other words, Supervision makes a significant contribution to changes in Employee Performance, while the remaining 40.9% is influenced by other factors not explained in this model. An R Square value of 0.595 indicates that the model has a good enough ability to predict Employee Performance based on the Supervisory variable, although there are still a number of other factors that affect Employee Performance that have not been included in this analysis.

The Std. Error of the Estimate value of 1.92242 illustrates the level of accuracy of the model in predicting Employee Performance. The smaller the error value, the better the model will be at predicting the actual value. With the standard error values recorded, it can be concluded that this model has a fairly good level of accuracy in predicting Employee Performance, although there is still room for improvement in obtaining more accurate predictions. Overall, the results of this test show that Supervision has a significant influence on Employee Performance, with a considerable contribution. However, there are still other factors that need to be considered to get a more complete picture of what affects Employee Performance in this organization.

### Results of t-Test (Hypothesis Test)

Hypothesis testing with the t-test is used to determine whether or not there is an influence of dependent variables on independent variables with the following hypothesis formulations:

Ho : There is no influence of Supervision on Employee Performance at the South Binjai Sub-district Office

Ha : There is an Influence of Supervision on Employee Performance at the South Binjai Sub-district Office

The following are the results of the hypothesis test as shown in the following table:

**Table 8. Hypothesis Test Results**

Type	Standardize		t	Sig.
	Unstandardized Coefficients	d Coefficients		





	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 (Constant)	8.117	1.675		4.846	.000
Supervision	1.267	.094	.795	13.416	.000

a. Dependent Variable : Employee Performance

Based on the test results in Table 8, a calculated t-value of 13.416 was obtained which was greater than the t-table value of 1.67866, with a significance value of 0.000 which was smaller than 0.05. This shows that Supervision has a positive and significant effect on Employee Performance. Thus, Ho (null hypothesis) is rejected, and Ha (alternative hypothesis) is accepted, which means that there is a positive and significant relationship between Employee Supervision and Performance.

### 3.1. Discussion

The findings in this study show that supervision has a positive and significant effect on Employee Performance. These findings are in line with previous research that reveals that supervision has a significant impact on employee performance. For example, Suryani et al. (2021) found that good supervision can increase employee job satisfaction, which in turn has a positive effect on their performance. In this context, supervision not only plays a role in ensuring the achievement of organizational goals, but it also serves as a factor that increases employee motivation and engagement, ultimately contributing to the improvement of their performance. This research emphasizes that effective supervision should be focused on providing clear direction, support, and constructive feedback to encourage employees to reach their maximum potential in their work.

In addition, these findings are also supported by research conducted by Santoso and Arifin (2020), which shows that good supervision has a positive correlation with improved employee performance in the public sector. Their research emphasizes that constructive and communicative supervision can create a more productive work environment, which has a direct impact on the quality of employee performance. In this case, the supervision carried out by the supervisor or manager serves to provide clarity of goals, maintain work focus, and provide the necessary rewards or corrections to improve the employee's work results.

The implications of these findings show that organizations must focus on improving the quality of supervision as one of the strategies in improving employee performance. Good supervision can create conditions that allow employees to work more effectively, be motivated, and be able to achieve higher performance standards. Therefore, it is important for organizations to provide training and development for supervisors or supervisors so that they can carry out supervisory duties more professionally, purposefully, and positively impact employee performance.



## 4. CONCLUSIONS AND SUGGESTIONS

### 4.1 Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. The results of the regression test show that the regression coefficient value of 1,267 indicates that every 1 point increase in Supervision will cause an increase in Employee Performance by 1,267 points, assuming other variables are fixed. This indicates that supervision has a significant positive influence on employee performance, and the better the supervision provided, the higher the performance that can be achieved by employees.
2. Based on the results of the t-test, it can be stated that  $H_0$  is rejected, and  $H_a$  is accepted with a t-count value of 13.416 which is greater than the t-table 1.67866, and a significance value of 0.000 which is less than 0.05. This shows that Supervision has a positive and significant influence on Employee Performance at the Sidikalang Sub-district Office.
3. Based on the results of the determination coefficient test, an Adjusted R Square value of 0.591 or 59.1% was obtained, which shows that Supervision has a significant influence on Employee Performance, with the remaining 40.9% influenced by other factors that have not been studied in this study. This fairly high Adjusted R Square value indicates that the regression model used is quite good at explaining the variability of employee performance affected by supervision.

### 4.2 Advice

Based on the results of the research, discussion, and conclusions that have been explained, here are some suggestions that can be given to institutions, especially at the South Binjai Sub-district Office:

1. It is hoped that the South Binjai Sub-district Office will continue to strengthen and develop a more inclusive and fair supervision system, by providing appropriate awards based on individual employee contributions. Organizations need to create training and development programs that focus on improving the quality of supervision and a positive work culture. This can encourage employees to be more motivated to improve their performance, create an environment that supports higher productivity, and create greater employee involvement in achieving organizational goals. Effective supervision can strengthen work discipline and have a positive impact on improving employee performance.
2. It is recommended for students to deepen their understanding of the factors that affect Employee Performance, especially related to supervision, as well as how the relationship between these factors can improve individual work performance. Students are also advised to apply more diverse research methods, both quantitative and qualitative, in order to obtain more comprehensive results. With a



- deep understanding of the influence of supervision on employee performance, students are expected to produce findings that are more applicable and relevant to the current conditions of the organization, as well as contribute to the development of human resource management science.
3. It is recommended that further research continue to study other factors that can affect the relationship between Employee Supervision and Performance, such as psychological, leadership, and organizational culture factors. The researcher is also advised to expand this research to various sectors and types of organizations, as well as develop other variables that can affect employee performance. In this way, it is hoped that further research can provide more comprehensive and applicable findings to improve overall work performance in various sectors, as well as provide broader recommendations for improving the effectiveness of supervision in organizations.

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