The Influence Of The Work Environment On Employee Performance With Supervision As A Moderator At The Tourism Office, Culture, Youth And Sports Of Dairi Regency

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Abstract

The purpose of this study is to find out and analyze the influence of the Work Environment on Performance mediated by Supervision at the Office of Tourism, Culture, Youth and Sports of Dairi Regency. This research was conducted with a causal associative quantitative approach. The sample used was all employees with a total of 96 people. The results of data analysis using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) show that the Work Environment has a significant influence on employee performance (T-statistic 2,102 > 1.96; P-value 0.038 < 0.05), which indicates that improving the Work Environment directly improves employee performance. The Work Environment also has a positive and significant effect on Supervision (T-statistics: 5,595 > 1.96; P-value 0.000 < 0.05), indicating that the improvement of the Work Environment significantly improves employee supervision. Furthermore, supervision had a positive and significant effect on Performance (T-statistics 25,408 > 1.96; P-value 0.000 < 0.05), which means that the increase in Supervision significantly improves Performance. Indirect influence analysis showed that Supervision was able to moderate the influence between Work Environment and Performance (T-statistic 6,008 > 1.96; P-value 0.000 < 0.05). These findings provide insight that Supervision plays a significant mediator role in the relationship between the Work Environment and Performance, emphasizing the importance of Supervision in improving employee Performance.

Keywords:
Work Environment; Performance; Supervision; Official.

1. INTRODUCTION

The success of an organization, including government agencies such as the Dairi Regency Tourism, Culture, Youth and Sports Office, is highly dependent on the performance of its employees. Optimal employee performance can be achieved through the implementation of effective management policies and high work motivation. Management policies include various strategies, policies, and procedures designed to achieve organizational goals, (Yuningsih, 2018). Work motivation, on the other hand, is a psychological factor that drives employees to achieve higher levels of performance, (Robbins et al., 2017).

Employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not in violation of the law and not contrary to morals and ethics, (Afandi, 2018). Meanwhile, another opinion says that Employee performance is the achievement of Employee work results based on quality and quantity as work achievements in a certain period of time adjusted to the duties and responsibilities of a group in the organization in carrying out the main tasks and functions that are guided by norms, operational standards, procedures, criteria and measures that have been set or that apply in the organization, (Mangkunegara, 2016).

To measure employee performance, this research refers to the theory (Afandi, 2018) as follows:
   1) Quantity of work;
   2) Quality of work;
   3) Efficiency in carrying out tasks;
   4) Work discipline;

According to Ahyari in (Budianto & Katini, 2017) the work environment is where the employees work. The work environment can be interpreted as forces that influence, either directly or indirectly, the performance of an organization or company. Where a conducive work environment provides a sense of security and allows employees to work optimally and will improve the performance of Terry Employees (Budianto & Katini, 2017). The work environment includes something that is around the employees so that it affects an individual in carrying out the obligations that have been assigned to him, such as the existence of air conditioning, good lighting and others, (Fachrezi & Khair, 2020). According to (Effendy & Fitria, 2019), the work environment is a direct work interaction with someone who has a higher position, the same position, or a lower position. According to (Anam, 2018), the work environment is something that exists around employees so that it affects a person to get a sense of security, comfort, and satisfaction in doing and completing the work given by the superior.

Several previous studies have proven that the work environment is a variable that affects employee performance. Among them, what was done by (Triastuti &

Sulaiman, 2018) shows that the work environment affects employee performance. From the results of research conducted by Oleh (Simbolon & Nuridin, 2017) it is stated that there is an influence of the work environment on employee performance.

According to (Fachrezi & Khair, 2020), the indicators of the work environment, namely:
1) Facilities
2) Noise
3) Air circulation
4) Working relationship

Research also conducted by (Lankeshwara, 2016) states that the work environment has a positive effect on employee performance. The improvement of the work environment is suspected to improve employee performance. Employees like the work environment in which they work, so the employee will carry out work activities optimally. Among them is the formation of a good relationship between superiors and subordinates. Leaders, managers and employees need to understand that they have a role to play in creating situations full of effective emotional management in order to improve performance.

Supervision is a process to ensure that organizational and management goals are achieved, (Handoko, 2014). Supervision is one of the important factors for Employee performance, because through supervision employees will be able to be supervised properly so that maximum employee performance can be realized.

According to (Handoko, 2014) the indicators of supervision are as follows:
1) Accurate
2) On time
3) Objective and comprehensive
4) Centralized at strategic monitoring points

Based on initial observations by the researcher, it can be stated that the phenomenon that occurred at the Tourism, Culture, Youth and Sports Office of Dairi Regency The problems that arise include the need for adequate work equipment for some employees, lack of communication between colleagues or with superiors, causing the working atmosphere to become uncomfortable and dissatisfaction in the form of complaints and resulting in a lack of enthusiasm and boredom among employees. With a supportive work environment, it is hoped that this can create a sense of comfort for employees and encourage them to work harder, so that the productivity expected by the company can be achieved.

Then based on observations by researchers, it can be stated that the phenomenon that occurred at the Dairi Regency Tourism, Culture, Youth and Sports Office related to the work environment is the need for adequate work equipment for some employees, lack of communication between colleagues or with superiors, causing the working atmosphere to be uncomfortable and dissatisfaction

in the form of complaints and resulting in a lack of enthusiasm and boredom among employees.

The purpose of this study is to analyze the influence of the work environment on employee performance through supervision as an intervening variable at the Dairi Regency Tourism, Culture, Youth and Sports Office. This research is expected to provide practical benefits for management in formulating more effective and efficient policies, as well as theoretical benefits in developing new concepts in the field of human resource management, especially related to the management of work motivation and employee performance, (Yousaf et al., 2014). The results of this study are also expected to provide applicable recommendations to improve employee performance through better work environment arrangement and increased adequate supervision. The concept of this research is as illustrated in the following conceptual framework drawing:
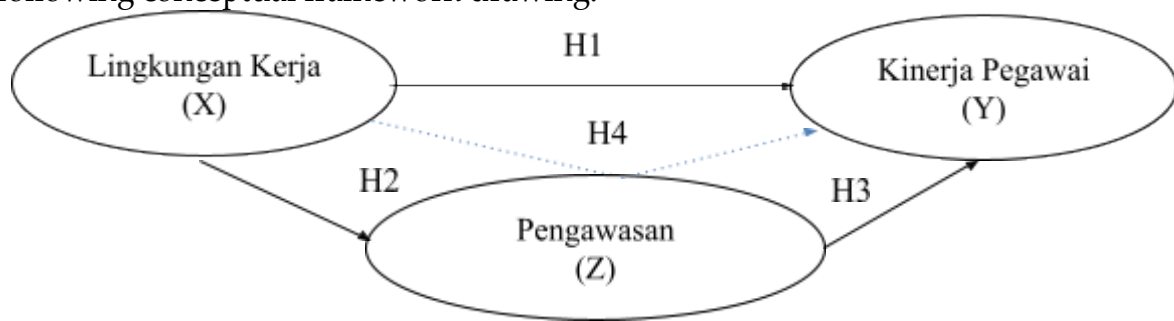

Figure 1. Conceptual Framework

2. RESEARCH METHODS

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables, (Sugiyono, 2018). In this study, the exogenous variable is the Work Environment (X). Meanwhile, the endogenous variables are Employee Performance (Y) and the Intervening Variable is Supervision (Z). This research was carried out at the Dairi Regency Tourism, Culture, Youth and Sports Office. The time of this research will be carried out from September 2024 to November 2024. 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, (Sugiyono, 2018). The population in this study is all employees of the Dairi Regency Tourism, Culture, Youth and Sports Office totaling 96 people with the following details:

Table 1. Number of Population

Status	Sum
Civil servants	37
Honorary/ Task Force	59
Total	**96**

According to (Sugiyono, 2018) the sample is part of the number and

characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. In this study, the author uses the entire population, namely the total number of employees as many as 96 people.

The data that will be used from this study is the data from the questionnaire results distributed to respondents consisting of all employees of the Dairi Regency Tourism, Culture, Youth and Sports Office. The data analysis technique used in this study is a quantitative data analysis method using *Structural Equation Modeling* (SEM) based on *Partial Least Square* (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain *an outer loading* value that meets the requirements *of validity and reliability.* Testing the structural model *(Inner model)* which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of the bound variables.

Goodness fit test to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis (Latan & Ghozali, 2015) and hypothesis test (*T-Statistic Test*) which consists of a path *coeficients* test to test how the direct influence of each independent variable individually on the bound variable and the indirect influence of the intervening variable in influencing the independent variable on the bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Latan & Ghozali, 2015) the criterion of t-value table is 1.96 with a significance level of 5%.

3. RESULTS AND DISCUSSION
3.1 Research

Results of Outer

Model Analysis

The outer *model* testing in this study uses algorithm analysis on *SmartPLS version 3.0 software,* in order to obtain *an outer loading* value that meets *the requirements of validity and reliability.*

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the *results for outer loading* , it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is

presented as the results of the outer loading value in the following table.

Table 2. *Outer Loading*

Indicators	*Outer Loading*	Information
Work Environment (X)		
LK1	0,786	Valid
LK2	0,811	Valid
LK3	0,800	Valid
LK4	0,885	Valid
Surveillance (Z)		
PENG1	0,739	Valid
PENG2	0,845	Valid
PENG3	0,778	Valid
PENG4	0,827	Valid
Employee Performance (Y)		
KIN1	0,725	Valid
KIN2	0,766	Valid
KIN3	0,723	Valid
KIN4	0,772	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor value* of > 0.60. According to (Latan & Ghozali, 2015) states that an indicator is declared valid if it has a loading *factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:
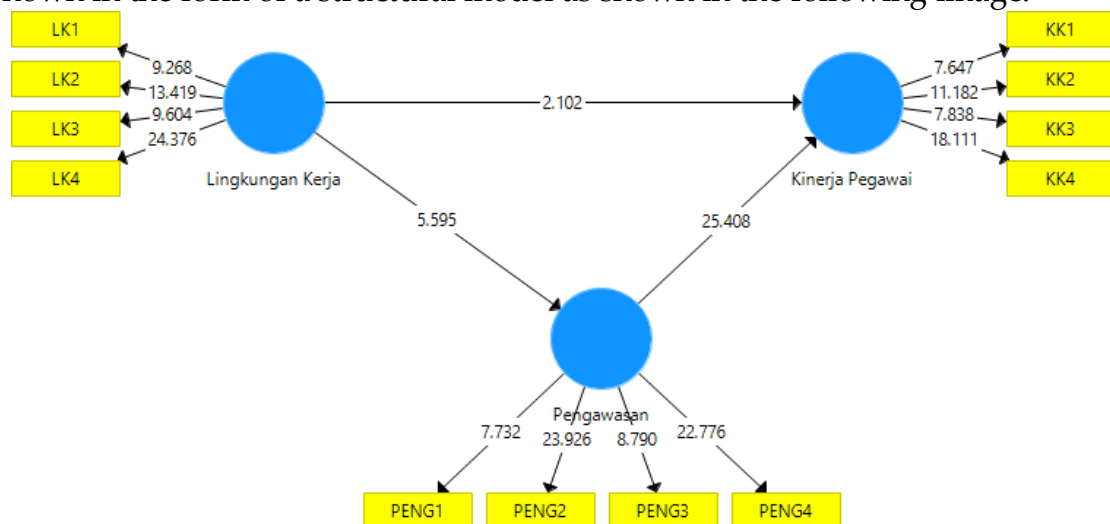

Figure 1. Outer Model Test Results

2) Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on

the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table.

Table 3. *Discriminant Validity*

Variable Indicators	Employee Performance (Y)	Work Environment (X)	Surveillance (Z)
KK1	**0.725**	0.350	0.490
KK2	**0.766**	0.383	0.516
KK3	**0.723**	0.272	0.778
KK4	**0.772**	0.403	0.827
LK1	0.342	**0.786**	0.307
LK2	0.408	**0.811**	0.348
LK3	0.308	**0.800**	0.291
LK4	0.460	**0.885**	0.390
PENG1	0.655	0.223	**0.739**
PENG2	0.772	0.390	**0.845**
PENG3	0.723	0.272	**0.778**
PENG4	0.772	0.403	**0.827**

Source: *Smart PLS Output,* **2024**

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable of the Work Environment variable shows that *the cross loading* of the variable indicator is greater than *the cross loading* of other latent variables, *the cross loading* of the Employee performance variable indicator shows that the value of the *cross loading* indicatorgreater than other latent variables. Based on this data, it can be stated discriminatively *that* the cross loading *results* are considered valid.

3) Composite reliability *test results*

The submission then determines the reliable value with *the composite reliability* of the indicator block that measures the construct. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. *Construct Reliability and Validity*

	Cronbach's Alpha	**Reliability Composite**	**Average Variance Extracted (AVE)**
Employee Performance	0.743	0.834	0.557
Work Environment	0.841	0.892	0.675
Supervision	0.811	0.875	0.638

Source: *Smart PLS Output,* **2024**

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the *R Square value* is obtained as shown in the following table.

Table 5. *R Square Results*

Variable	R Square	Adjusted R Square
Employee Performance	0.851	0.848
Supervision	0.169	0.160

Source: *Smart PLS Output,* **2024**

Based on table 5, it is known that the *R square Adjusted* value of the Employee performance variable is 0.848 or 84.8%, which means that the influence of the Work Environment on Employee performance is in the high category. This means that the more the Work Environment increases, the more the performance of Employees will increase. Meanwhile, *the R Square value* in the Supervision variable is 0.169 or 16.90%, which means that the influence of the Work Environment on Employee Supervision is 16.90% and the rest is influenced by other variables that have not been studied. Meanwhile, *the R Square Adjusted* value of the Supervision variable is 0.160 or 16% which means Environment

Work affects Supervision by 16% or in the low category, which means that the better the Work Environment, the higher the level of Employee Supervision.

2) Goodness of Fit *Test Results*

The Goodness of Fit *test* is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The *Goodness of Fit test* aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The *goodness of fit* model test can be seen from looking at the NFI value on the program. If the NFI value > SRMR and is closer to 1, then the better the model *(good fit).* Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	**Estimated Model**
SRMR	0.177	0.177
d_ULS	2.446	2.446
d_G	0.528	0.528
Chi-Square	171.956	171.956
NFI	0.637	0.637

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is 0.637 > 0.177 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. *Path Coefficients*

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Work Environment -> Employee Performance	0.112	0.116	0.053	2.102	0.038	**Accepted**
Work	0.411	0.435	0.073	5.595	0.000	**Accepte**

						d
Environment -> Supervision						
Surveillance -> Employee Performance	0.871	0.868	0.034	25.408	0.000	Accepted

Source: Output Smart PLS, 2024

Based on the data in Table 7, it can be stated that the Work Environment has a significant effect on Employee performance. This can be seen from the T-statistical value of 2.102 > 1.96 with a P-Value of 0.038 < 0.05. This means that if the Work Environment improves, the performance of Employees will increase. This result answers the first hypothesis in this study, namely that the Work Environment has a significant effect on Employee Performance at the Dairi Regency Tourism, Culture, Youth and Sports Office.

Furthermore, on the influence of the Work Environment on Supervision, the T-Statistical value data was obtained from 5.595 > 1.96 with a P-Value of 0.000 < 0.05 so that it can be stated that the Work Environment has an effect on the supervision of employees at the Dairi Regency Tourism, Culture, Youth and Sports Office. These results answer the second research hypothesis. Meanwhile, in the third hypothesis, Supervision affects Employee Performance with a T-Statistic value of 25.408 > 1.96 with a P-Value of 0.000 < 0.005 which means that if the Employee receives supervision at work, the Employee Performance will increase.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (│O/STDEV│)	P Values	Result
Work Environment -> Supervision -> Performance Official	0.358	0.377	0.060	6.008	0.000	Accepted

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that Supervision (Z) is able to intervene in the influence of the Work Environment (X) on Employee Performance (Y). This can be seen from the results of the T-Statistical value of 6,008 > 1.96 with a P-Value of 0.000 < 0.05. This shows that there is an indirect influence between the Work Environment and Employee Performance through Supervision. These results provide insight into how the intermediate variable of Supervision can intervene in the relationship between the Work Environment and Employee Performance at the Dairi Regency Tourism, Culture, Youth and Sports Office.

3.2. Discussion

The findings in this study can be strengthened by referring to the findings of previous relevant studies. In the context of the influence of the Work Environment on Employee Performance, this finding is in line with the results of previous research which showed that there was a significant influence on employee performance in the Technical Implementation Unit of the Regional Revenue Management Agency of the Lubuklinggau Region, showing that the tcount value = 3.908 was greater than the ttable value of 2.045 with a significant level = 0.000 < 0.05, (Mulyanti et al., 2022).

Furthermore, the indirect influence through the Intermediate Variable (Supervision) can also be strengthened by reference to the concept of mediation in previous studies, which outlines the importance of Supervision playing an important role in explaining the relationship of the Work Environment. This means that improvements in the Work Environment can contribute to an increase in Supervision, which then has an impact on improving Employee performance.

4. CONCLUSION

From the results of the data analysis of the research results and discussions described above, it can be concluded that the Work Environment has a significant influence on the performance of Employees at the Dairi Regency Tourism, Culture, Youth and Sports Office. These results show that if the relationship between employees is improved or the work environment is comfortable, then employee performance tends to increase. The relationship of influence between the Work Environment and Supervision shows that it has an influence Significant. This means that an improvement in the comfort of the work environment can directly significantly improve Employee Supervision.

On the indirect influence through the Supervision Variable, it was found that the Supervision variable plays an important role in explaining the relationship between the Work Environment and Employee Performance. This means that improvements in the Work Environment can contribute to an increase in Supervision, which then has an impact on improving Employee performance. These findings explain the complex relationship between these variables in the context of research. Overall, this study provides insight into the importance of factors such as Work Environment and Supervision in influencing the performance of Employees in the Dairi Regency Tourism, Culture, Youth and Sports Office. The results of this study provide practical implications for management and improvement in the work environment to improve employee performance through attention to these factors.

5. SUGGESTION

Based on the results of the research, discussion, and conclusions obtained, the

suggestions that can be given are as follows:

a. Based on the results of the study, it is known that the variables of Work Environment, Supervision, and Employee Performance need to be maintained and improved. Therefore, the Dairi Regency Tourism, Culture, Youth and Sports Office should improve the communication and family process to employees. The family gathering activities given must also be more diverse because with these diverse activities it will be able to create a good work environment so as to increase the supervision side of employees while also increasing knowledge. These steps are expected to further improve the changed Transformational Leadership at the Dairi Regency Tourism, Culture, Youth and Sports Office for employees so as to increase supervision and will also improve employee performance.

b. In order for researchers to further develop this research by developing a research model by involving conditional variables as moderation variables in order to find out the variables that strengthen or weaken the performance of employees.

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