



The role of motivation and supervision on the performance of post office employees in the Central Kalimantan regional office

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ARTICLE INFO

Article history:

Accepted Jun 21, 2023

Revised Jul 14, 2023

Accepted Jul 24, 2023

Keywords:

Employee Performance;
HRM;
Motivation;
Work Supervision.

ABSTRACT

Research in the field of HR Management is the basis for research to improve employee performance. Various methods are carried out with motivation and work supervision as variables that are expected to improve performance at PT. POS Indonesia in Palangka Raya City. Quantitative research on 35 employees and the analytical tools used by SPSS. 22.0. The results prove the importance of the role of motivation and supervision by 62%. The research implications provide benefits for improving performance which currently tends to be weak in performance by providing motivation and intensive supervision of work in accordance with the vision and mission. This research can support performance improvement in the field of HR and further research can mediate competencies.

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1. INTRODUCTION

The development and progress of an organization, both government and private, cannot be denied from factors (Hatcher & Hammond, 2018). The quality of employee performance management influences as a driven force that is able to accelerate towards the goals to be achieved by the organization (Azis et al., 2021). Good employee performance cannot be obtained by simply turning the palm of the hand, but it must be done with hard work and high enthusiasm, both in the short and long term. Employees are the most important element in determining the progress of a government agency (Al Qudah et al., 2018). To achieve agency goals, employees are needed in accordance with the requirements that exist within the agency and employees must also be able to carry out the tasks determined by the agency. Each agency will always try to improve the performance of its employees, with the hope that the goals of the agency can be achieved.

Agencies that want to improve performance must pay more attention to the role of HR and other resources in order to achieve organizational goals (Aldoghan et al., 2021). HR is one of the assets owned by an organization that needs serious attention. The goal of an agency is to achieve a good organization, this achievement will be achieved if there is high employee performance. High employee performance will be achieved if there is high supervision and a good work environment among fellow employees in carrying out their work in agencies (Hamdan & Alheet, 2020).

Motivation is one of the things that influence human behavior, motivation is also known as a driver, desire, supporter or need - a need that can make a person excited and

motivated to reduce and fulfill one's own impulses, so that they can act and act according to certain ways that will lead to the optimal (Baird et al., 2020). Motivation greatly influences employee performance. Because in general employees will have high work productivity if the company supports the implementation of their duties.

In addition to motivation, to create success in the work of an employee, a leader must take another management step so that organizational goals can be achieved (Widyastuti & Riana, 2019). One of these steps is to supervise all the work done by his subordinates. Supervision becomes an important element in the development of individuals within the organization, because supervision is the driving force for subordinates or employees so that they can act according to what has been planned according to applicable regulations (Fitria et al., 2020).

Supervision is very important in every job, both in public and private institutions. Because with good supervision, the planned programs that will be implemented will be implemented properly (Katikireddi & Reilly, 2017). Supervision is very closely related to productivity because the first task before producing a product is to plan what will be done. If supervision is carried out properly, productivity can also run well. In an effort to achieve these goals, it is necessary to increase employee work productivity (Farradia, 2022). Work productivity essentially includes an attitude that always has the view that today's work methods must be better than yesterday's, and the results that can be achieved tomorrow must be more or higher quality than the results achieved today. Work results are a benchmark for evaluating employees, so supervision really needs to be done every day to evaluate employee work results. High supervision will create a positive influence on employees, where they have a great desire and awareness to complete their work according to predetermined targets.

This research was conducted at the POS Office, Palangka Raya-Central Kalimantan Region which is Jalan Imam Bonjol No. 4, Palangka Village, Jekan Raya District, Palangka Raya City, Central Kalimantan Province 73111. The research phenomenon is that currently the performance of its employees has not met the desired maximum target. Based on observations made at Perum Bulog Regional Office of Central Kalimantan that the lack of work motivation given by superiors to employees so that there are still some employees who still do not show good performance, then some employees still appear to be less enthusiastic in carrying out the tasks assigned to these employees, so there are still many employees who have not shown maximum performance (Sitohang & Budiono, 2021). And for supervision, that is, leaders rarely interact directly with their subordinates to see whether each employee has completed their respective tasks properly and on time or not, and there are still employees who violate working hours regulations.

Related to this, employee performance can increase if it is directed according to the standards and performance can increase if routine supervision is carried out by the leader, so that no mistakes are made in carrying out their duties, a real action is needed, this action is supervision (Contreras et al., 2022). Therefore it is necessary to increase stricter supervision, so that employee performance can increase. The purpose of Supervision in the organizational environment is to support the smooth and consistent implementation of organizational activities (Joyce et al., 2022). Supervision intends to realize efficiency and effectiveness as well as effectiveness in achieving the goals that have been set. Thus, the research implications for improving employee performance are a measure of success in achieving the vision, mission and goals of the POS office in Palangka Raya, Central Kalimantan-Indonesia.

2. RESEARCH METHOD

Supervision is the overall effort to observe the implementation of operational activities in order to ensure that these various activities are in accordance with a predetermined plan (Stanković & Radojević, 2022). Supervision is intended so that the results of the

implementation of work are obtained in an efficient and effective manner, in accordance with a predetermined plan (Guin, 2019). And as it is known that each leadership function is closely related to one another, namely: Planning, organizing, compiling and giving orders and supervision. All of this is a procedure or sequence of implementation in realizing the goals to be achieved. Of all the leadership functions, the supervisory function is one of the keys that determines the success of the previously planned goals or objectives.

Supervision can be interpreted as a process to "guarantee" that organizational and management objectives are achieved. According to (Ncube, 2019) suggests that work supervision is one of the systematic efforts to set performance standards on plans in order to be able to design an information feedback system to determine whether there is a deviation and measure how big the deviation is, as well as to take corrective action Which

necessary to ensure that all assigned tasks have been carried out as effectively as possible to achieve organizational goals. Supervision is required to be able to measure what has been achieved, assess whether the implementation is running smoothly or not, as well as carry out evaluations and adjustments that are deemed necessary to create good performance.

2.1 Supervision in Improving Employee Performance

Supervision is a process to ensure that planned activities can be carried out properly. At the planning stage, performance indicators and targets are determined (Prihadini et al., 2021). Supervision is a very basic activity process that requires a manager to carry out the tasks and work of the organization. Supervision is a process to ensure that planned activities can be carried out properly. At the planning stage, performance indicators and targets are determined. work supervision is a process of systematic leadership activities to compare, ensure and guarantee that the goals and objectives as well as organizational activities that will and have been carried out properly and in accordance with the standards, plans, instructions and provisions set by the company, as well as to take action necessary repair and prevention resources most effective and efficient in achieving company goals (Nugroho & Suswanta, 2020).

Supervision is intended to prevent deviations from the implementation of work unit activities and so that the implementation of activities can proceed according to the previously determined plan. In monitoring activities carried out systematically by sharing efforts in finding and detecting deviations or errors in the implementation of activities. Monitoring indicators are control by observation, control by regular and spot inspection, control by report, evaluation of implementation. Based on previous theory and empirical studies, the hypothesis proposed is: H1. Supervision has a positive and significant effect on improving employee performance.

2.2 Motivation in improving employee performance.

Motivation is one of the things that influence human behavior, motivation is also known as a driver, desire, supporter or need - a need that can make a person excited and motivated to reduce and fulfill one's own impulses, so that they can act and act according to certain ways that will lead to the optimal (Widarko & Anwarodin, 2022). Motivation greatly influences employee performance. Because in general employees will have high work productivity if the company supports the implementation of their duties.

Work motivation is an impetus for a process of human behavior in achieving goals by arousing, directing, maintaining and being continuous and having goals for the organization (Ersa Rahmadania & Herminingsih, 2021). Based on previous theories and empirical studies, the hypothesis proposed is H2. Motivation has a positive and significant effect on improving employee performance.

2.3 Employee Performance

The definition of performance is the comparison of the results achieved with the participation of labor per unit time. Performance as an expression such as output, efficiency and effectiveness is often associated with productivity. According to (Badrianto & Permatasari, 2022) defines, employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with the authority and responsibility of each in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics (Syamsuri, 2017).

Performance is an employee achievement that can help the organization achieve success. At the same time, Employee performance is the result of personal activity over a certain period of time. Performance is an activity in which a person can complete the tasks assigned to him and follow procedures or rules using available resources. According to (Tubigi & Alshawi, 2012) performance is the result of a person's work, an overall management process, where the work of a person must be shown concrete evidence and can be measured. Performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined in an organization's strategic planning.

According to (Sinnaiah et al., 2023), suggests that performance is defined as a person's ability to do a certain skill, performance is very important because with this performance it will be known how far their ability is in carrying out the tasks assigned to them. For this reason, it is necessary to determine clear and measurable criteria, and to set them together to serve as a reference (Setyadi & Srikaningsih, 2015). Individual performance is defined as an individual's ability to do something according to certain expertise. Performance is defined as the result of an evaluation of the work carried out by individuals compared to the criteria that have been set together. Employee performance indicators are: work quality, work quality, work attitude and toughness in work.

2.4 Research Methods

This type of associative approach research method, aims to determine the relationship between two or more variables (Nahan et al., 2019). Descriptive analysis techniques are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Christa & Kristinae, 2021). The data used later comes from the answers given by the respondents to the items contained in the questionnaire. With this research, a theory can be built that functions to explain, predict and control a phenomenon. This study also uses a Likert scale from respondent data in the form of a questionnaire (Kristinae, 2021). The sample in the study, part of the number and characteristics possessed by the population. Sample size is a step to determine the size of the sample taken in carrying out a study. The samples to be studied were all employees of the Post Office in Palangka Raya, Central Kalimantan, totaling 35 people (excluding the leadership), so that the sampling technique in this study used a census technique where the entire population was sampled.

3. RESULTS AND DISCUSSIONS

A questionnaire can be said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Kristinae, 2018). Furthermore, the reliability test of the questionnaire is said to be reliable or reliable if one's answers to the questions are consistent or stable from time to time. In this study, the validity was tested using the SPSS 22 program. If $r_{count} > r_{table}$ then the questionnaire instrument is declared valid, and if $r_{count} < r_{table}$ then the questionnaire instrument is declared invalid. The results of observations on r tables with a significance level of 0.05

or 5% were obtained from a sample (n) = 35 of 0.377 referring to the results of the validity test generated from all instruments. Reliability test using the SPSS 22 program by looking at the Cronbach Alpha value as a comparison. If the Cronbach Alpha coefficient > 0.6 then the questionnaire is declared reliable. In general, the linearity test is to find out whether the two variables have a significant linear relationship or not. To find out whether variable X and variable Y have a linear relationship or not, it can be seen by looking at the calculated F value with F table. If F count $>$ F table, the conclusion is that there is no linear relationship and vice versa if F count $<$ F table, the conclusion is that there is a linear relationship between variable X and variable Y. It is known that F count is 70.666 $>$ F table is 3.28, so it can be concluded that there is no there is a linear relationship between variable X and variable Y.

Table 1. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,113	,471		,239	,612		
	Supervision (X1)	309,	,091	,329	3,376	,001	,964,	1,039
	Work motivation (X2)	,650	,102	,621	6,376	,000	,964	1,039

a. Dependent Variable: Employee Performance (Y)

Furthermore, to find out whether the hypothesis proposed in this study is accepted or rejected, hypothesis testing will be carried out using the t test and F test. The results of hypothesis testing are explained by statistical tests which are also known as individual significant tests. This test shows how far the influence of the independent variables, namely motivation and supervision, is partially on the dependent variable, namely employee performance. An independent variable can be said to have a significant effect on the dependent variable if the probability value is significantly less than 0.05. Based on the data analysis in table 2 it is proven that: (a). The coefficient of work motivation variable is significant at $\alpha = 0.05$, because t count $>$ t table (3.376 $>$ 1.672) or sig. 0.001 $<$ 0.05. This means that the influence of work motivation variables on employee performance is significant. It means that the hypothesis which states that work motivation influences employee performance is acceptable. (b). The coefficient of the control variable is significant at $\alpha = 0.05$, because t count $>$ t table (6.376 $>$ 1.672) or sig. 0.000 $<$ 0.05. This means that the influence of monitoring variables on employee performance is significant. It means that the hypothesis which states that supervision has an effect on employee performance is acceptable.

Table 2. Simultaneous Test Results (F)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18,657	2	6,219	27,683	.000 ^b
	Residual	5,280	32	.088		
	Total	23,938	34			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant Supervision (X2), Work motivation (X1)

This test is used with the aim of proving whether the independent variables jointly affect the dependent variable. The results of calculations via SPSS show that Fcount is 27,683 and Ftable is 3.28 = (using a significance level of 0.05% and degrees of freedom (df); $n - (k + 1)$; $35 - (2 + 1) = 32$). This states that fcount (27,683) $>$ Ftable (3.28) so that the hypothesis is accepted. This means that the independent variables consisting of work motivation and supervision simultaneously affect employee performance can be accepted.

The coefficient of determination (r^2) is to find out how far the independent variables are capable, namely work motivation (X1) and supervision (X2) in explaining variations in the dependent variable, namely employee performance.

Table 3. Coefficient of Determination

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,879 ^a	,773	,627	,24190	2,256

Source: Authors, 2023

Based on Table 3, it is known that from the calculation results the coefficient of determination (r^2) is 0.773 or 77.3%. This shows that 77.3% of employee performance variables can be explained by work motivation and supervision variables while the remaining 22.7% is explained by other variables not analyzed in the model. From the results of the analysis of the coefficient of determination (r^2), which means that variations in employee performance variables can be explained by work motivation and supervision variables. Based on the results of the analysis of the data above, it shows that the work ethic of organizational culture and workload simultaneously have a positive and significant effect on employee performance and it can be concluded that the hypothesis in this study is accepted, because the higher the supervision and motivation of an employee, the positive effect on employee performance and the lower the workload of an employee, the better the performance. This study seeks to obtain an overview of the influence of work motivation and supervision on the performance of employees of Perum BULOG Regional Office of Central Kalimantan. After analyzing the problems found in human resources at Perum BULOG Central Kalimantan Regional Office, work motivation and supervision variables can affect the performance of employees of Perum BULOG Central Kalimantan Regional Office. From the test results obtained the following discussion, Work motivation is an impetus for a process of human behavior in achieving goals by arousing, directing, maintaining and being continuous and having goals for the organization. Based on the results of partial analysis, it is found that the β coefficient of work motivation is positive, a positive sign indicates that the relationship between work motivation and performance variables is unidirectional, meaning that the higher the employee's work motivation, the higher the performance he will have.

4. CONCLUSION

Supervision is a comprehensive effort to observe the implementation of operational activities to ensure that these various activities are in accordance with the plans set at PT. Post office. Based on the results of the partial analysis, the supervision coefficient β is positive, the positive sign indicates that the relationship between the supervision variable and the performance variable is unidirectional, meaning that the better the employee supervision, the higher the performance. Furthermore, the variables of work motivation and supervision simultaneously have a positive and significant effect on the performance of employees of PT. POS, Central Kalimantan. Factors that affect performance are: Ability, personality and work interest. Clarity and acceptance of an employee which is the level of understanding and acceptance of the tasks assigned to him. The level of employee motivation, the willingness of employees to improve employee performance. Competence, something related to abilities, knowledge and attitudes that are used as guidelines in carrying out job responsibilities. Work facilities, something that supports the work of employees provided by the company. The results show that efforts that can be made to improve employee performance are to provide opportunities for employees to broaden

their horizons by taking higher education and in accordance with the field they are in. For further research, competency mediation can be added.

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