

THE EFFECT OF SUPERVISION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT MAJALENGKA BANK

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ABSTRACT

One of the core responsibilities of a leader is to conduct supervision. This supervisory function should be grounded in clear guidelines and aligned with the work programs that have been previously established. The growing importance of supervision within organizations is largely driven by continuous changes in the work environment. This study examines the influence of supervision and the work environment on employee performance at Majalengka Bank. A saturated sampling technique was applied, involving all 60 employees as respondents. The research employed descriptive and verification approaches, with data analyzed using multiple linear regression. The findings reveal that supervision has a positive and significant partial effect on employee performance at Majalengka Bank. Similarly, the work environment individually shows a positive and significant impact on performance. Simultaneously, supervision and the work environment exert a positive influence on employee performance. The coefficient of determination indicates that 63.5% of employee performance is explained by supervision and the work environment, while the remaining 36.5% is attributed to other variables not examined in this study.

Key words: Supervision; Work Environment; Employee Performance

INTRODUCTION

Human capital is a key organizational asset that plays a crucial role in sustaining institutional growth and ensuring the availability of a stable workforce across various roles to achieve established goals. One important effort to support this is improving employee productivity (Sinambela & Lestari, 2022). Employees can achieve higher productivity when organizations meet their needs and expectations, enabling them to contribute optimally. Productivity itself reflects the quality and quantity of work outcomes based on assigned responsibilities, and highly productive employees significantly influence organizational success (Nasution & Khair, 2022).

High employee productivity is essential for organizations to remain competitive, including in the banking sector. Banks function as financial intermediaries that collect funds from the public and redistribute them through credit and other services to improve community welfare. Majalengka Bank, as a financial institution providing savings and deposit services, relies on employee productivity to perform its functions effectively and maintain a trustworthy reputation. Employee productivity is influenced by various factors, including supervision, work discipline, stress, work environment, motivation, leadership, incentives, and organizational structure.

The researcher executed preliminary investigation at Majalengka Bank through direct consultation sessions and requested secondary institutional data from Human Resources Director, Mr. Udin, SE, on February 1, 2023. Pre-investigation outcomes revealed that Majalengka Bank personnel productivity remains constrained and demonstrates declining tendencies. Grounded upon institutional target achievement records, evidence establishes that targets remain unattained, as depicted in Figure 1.1. Below presents graphical representation of Majalengka Bank productivity achievement spanning five-year duration:

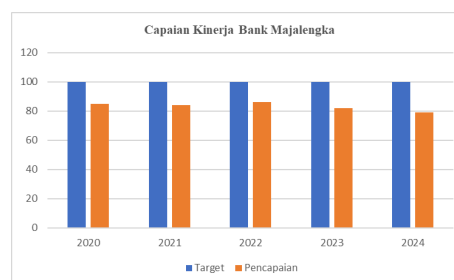


Figure 1.1 Target Achievement Data at Majalengka Bank

Figure 1.1 elucidates fluctuation patterns in target accomplishment metrics by Majalengka Bank throughout the preceding five-year duration. Observable data demonstrates that during 2020, target accomplishment registered 85%, yet this outcome diminished during the subsequent year 2021, to 84%. Achievement rebound materialized during 2022, attaining 86%, whereas throughout 2023 to 2024, deterioration recurred to 82% and 79%. Notwithstanding initiatives implemented to minimize this deterioration, results remain regarded as suboptimal. Hudiyani et al. (2019:82) articulated that productivity oversight constitutes a critically important function in accomplishing organizational objectives. Nasution & Khair (2022:1464) articulated that oversight maintains function in guaranteeing organizational and administrative objectives achieve realization, alongside directing operational activities toward conforming with projected methodologies. Per Nawawi (2018:21), oversight encompasses: "The procedure of surveillance, examination, and assessment executed by superiors toward personnel to recognize deficiencies and inadequacies within their operational execution, enabling superiors to furnish corrections and guidance toward accomplishing organizational objectives." Nasution & Khair (2022:1464) additionally articulate that oversight represents operational activity evaluating organizational structures or activities to guarantee proper functionality and satisfaction of established objectives. Beyond oversight, supplementary determinants influencing productivity involve operational ecosystems. Sukanto & Gitosudarmo (2019:29) articulated that operational ecosystems constitute workplace circumstance configurations furnishing comfortable atmospheres and contexts for personnel throughout processes achieving institutional or enterprise desired objectives. Appropriate and sufficient operational ecosystems can elevate personnel productivity throughout enterprises (Sinambela & Lestari, 2022:178). Moekijat (2017:67) articulated that: "Organizations possessing favorable and comfortable operational ecosystems will stimulate personnel toward enhancing their productivity. Furthermore, favorable operational ecosystems assist in reducing monotony and exhaustion during work, anticipated to amplify personnel productivity." Oversight and operational ecosystems prove essential for accomplishing favorable productivity. Oversight functions as a propulsive determinant for personnel toward working with internal enthusiasm to generate favorable productivity, whereas ecosystems function as a motivational determinant for comfortable operational circumstances, enabling personnel to execute responsibilities effectively and generate appropriate outcomes.

METHOD

The investigative approach requiring implementation comprises associative quantitative methodology, denoting a research endeavor to examine connections between two or additional variables, according to Sugiyono (2019:57). The connection utilized throughout this research denotes causal correlation. Causal correlation embodies cause-and-effect relationship patterns, consisting of predictor variables (variables exerting influence) and criterion variables (variables experiencing influence). Within this research, the survey technique is employed to obtain participants from population groups, leveraging questionnaire tools as primary information gathering instruments. The sample selection procedure utilized throughout this research comprises census sampling (total population sampling). According to Sugiyono (2019:118), census sampling signifies a procedure where all population members receive utilization as participants. Therefore, the investigator selected participants employing a census/total population sampling procedure due to the population size being relatively modest, producing a participant quantity of 60 persons for this research.

RESULTS AND DISCUSSION

The company is challenged to evaluate employee performance and determine the effectiveness of the company's employees' performance so far. Employee performance is the work output achieved by an individual, both in terms of quality and quantity, and includes the process of how the work is carried out to achieve the work results, where the process encompasses employee behavior and discipline within the organization. To improve employee performance, several factors are necessary, namely good supervision and a conducive work environment. With good supervision, work can run smoothly and produce optimal results. The smoother the work process and the better the supervision, the more successful the work will be. Furthermore, the work environment encompasses everything around the employees during work, whether physical or non-physical, directly or indirectly, which can influence the employees and their work. Developing employee performance requires a work environment that can contribute to the employees' tasks.



Figure 1. Framework

1. Validity Test Results

Based on the validity test results of the items from variables X1, X2, and Y, it can be concluded that the calculated r value is greater than the r table value (0.2632), and the significance test (0.05) indicates that all items from variables X1, X2, and Y are valid.

2. Reliability Test Result

Table 1 Reliability Test Result

No	Variable	Cronbach's Alpha	Critical Value	Conclusion
1	Supervision	0.672	0.600	Reliable
2	Work Environment	0.729	0.600	Reliable
3	Employee Performance	0.665	0.600	Reliable

Based on Table 1 above, it can be seen that the questionnaire's reliability values are greater than the critical value of 0.600. These test results indicate that all the statement items used are reliable, so it can be concluded that the questionnaire used to measure the variables provides consistent results.

3. Normality Test Result

Table 2 Normality Test Result

One-Sample Kolmogorov-Smirnov Test

	Supervision	Work Environment	Employee Performance
N	60	60	60
Normal Parameters ^{a,b}	33.3667	35.0500	30.8333
	4.82917	3.89012	3.33531
Most Extreme Differences	.124	.168	.159
	.071	.168	.159
	-.124	-.113	-.111
Test Statistic	.124	.168	.159
Asymp. Sig. (2-tailed)	.062 ^a	.080 ^a	.200 ^a

a. Test distribution is Normal.

b. Calculated from data.

Based on the normality test results presented in Table 2, it can be seen that the significance values of the research variables are greater than $\alpha = 0.05$, namely 0.062 for the supervision variable, 0.080 for the work environment variable, and 0.200 for the performance variable. Therefore, it can be concluded that all three research variables are normally distributed, allowing for further analysis.

4. Multiple Linear Regression Test

Table 3 Multiple Linear Regression Test

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	6.231	2.567		2.427	.018
	Supervision	.349	.062	.505	5.654	.000
	Work Environment	.370	.077	.431	4.828	.000

a. Dependent Variable: Employee Performance

Based on the data processing results outlined above, a prediction model for the variables of supervision and work environment on performance can be formulated as follows:

$$Y = 6.231 + 0.349X_1 + 0.370X_2$$

Based on the above prediction equation, the regression coefficients for each independent variable can be interpreted as follows:

1. The constant of 6.231 indicates that if the values of supervision and work environment are zero, the performance is 6.231.
 2. The regression coefficient for supervision of 0.349 signifies that each one-unit increase in the supervision score will increase employee performance by 0.349, assuming the work environment variable remains constant.
 3. The regression coefficient for the work environment of 0.370 indicates that each one-unit increase in the work environment score will enhance employee performance by 0.370, assuming the supervision variable remains constant.
5. Coefficient of Determination (Uji R²)

Table 4 Coefficient of Determination (Uji R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.623	2.04904

a. Predictors: (Constant), Work Environment, Supervision

Based on the calculations and output table above, it is known that the combined influence of supervision and work environment on employee performance at Majalengka Bank is 0.635 or 63.5%, while the remaining 0.365 (1-R²) or 36.5% represents the contribution of other factors not examined (epsilon). The coefficient of determination of 0.635 is categorized as strong or very high.

6. Partial Test (ttest)

Table 5 Partial Hypothesis Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.231	2.567		2.427	.018
	Supervision	.349	.062	.505	5.654	.000
	Work Environment	.370	.077	.431	4.828	.000

a. Dependent Variable: Employee Performance

Based on the above, it is known that the t-value for supervision is 5.654. This t-value will be compared with the t-table value from the t-distribution table at α 0.05 and degrees of freedom (n-k-1) 57. For a two-tailed test, the t-table value is 1.67203. Since the t-value (5.654) is greater than the t-table value (1.67203) and falls into the rejection region of H₀, it is concluded that the hypothesis test criteria are met: H₀ is rejected and H₁ is accepted, which means that supervision has a positive and significant effect on employee performance at Majalengka Bank. Next, the t-value (4.828) is greater than the t-table value (1.67203) and falls into the rejection region of H₀, it is concluded that the hypothesis test criteria are met: H₀ is rejected and H₁ is accepted, which means that work environment has a positive and significant effect on employee performance at Majalengka Bank.

7. Simultaneous Hypothesis Testing (F Test)

Table 6 Simultaneous Hypothesis Testing (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	417.016	2	208.508	49.662	.000 ^b
	Residual	239.318	57	4.199		
	Total	656.333	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Supervision

Based on the output table above, it is known that the F-value (Fhitung) is 46.662. This value will be compared to the F-table value. With $\alpha=0.05$, degrees of freedom numerator (db1) = 2, and degrees of freedom denominator (db2) = 57, the F-table value is 3.16. Since the Fhitung (46.662) > F-table (3.16), the null hypothesis (H₀) is rejected and the alternative hypothesis (H₁) is accepted. This

indicates that supervision and work environment, collectively, have a positive and significant effect on employee performance at Majalengka Bank

CONCLUSION

The study shows that supervision and the work environment have a positive and significant impact on employee performance. Effective supervision encourages employees to follow Standard Operating Procedures (SOPs), work in a more organized manner, and improve their overall effectiveness. The findings are consistent with previous studies, which state that structured supervision helps employees comply with company regulations and enhances their work outcomes. Therefore, leaders at Majalengka Bank are advised to conduct routine direct supervision by visiting work areas more frequently, as the lack of direct monitoring may reduce leaders' understanding of employees' actual work activities and productivity.

In addition, the work environment—both physical and non-physical—has been proven to significantly influence employee performance. Statistical testing shows that the t-value (4.828) is higher than the t-table value (1.67203), indicating a positive relationship between the work environment and performance. A supportive physical environment, along with positive interpersonal relationships between supervisors and coworkers, creates conditions that motivate employees to perform better. When the work environment is conducive, performance increases; when it is poor, performance tends to decline.

Furthermore, the hypothesis testing results demonstrate that supervision and the work environment simultaneously have a significant effect on employee performance, as shown by the F-value (46.662) exceeding the F-table value (3.16). This means both variables jointly contribute to improving employee productivity. In line with performance theory, employee outcomes are influenced by supervision quality, environmental conditions, motivation, skills, and organizational support. Therefore, strengthening supervisory practices and maintaining a positive work environment are essential strategies for enhancing employee performance at Majalengka Bank.

ACKNOWLEDGMENTS

We would like to express our gratitude to all parties who have assisted and supported the completion of this research. Thank you for your guidance, prayers, and support. We hope this research is beneficial to all.

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