

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

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ABSTRACT

Supervision is one of the essential managerial functions to ensure that organizational activities run according to planned objectives. Changes in the work environment also require organizations to maintain effective supervision to support employee performance. This study aims to determine the effect of supervision and work environment on employee performance at Majalengka Bank. The sampling technique used was saturated sampling involving 60 employees. The analysis method used descriptive and verification analysis with multiple linear regression. The results show that supervision has a positive and significant effect on employee performance. The work environment also has a positive and significant effect on employee performance. Simultaneously, supervision and work environment influence employee performance with a coefficient of determination of 0.635 (63.5%), while the remaining 36.5% is influenced by other variables not examined in this study.

Key words: Supervision, Work Environment, Employee Performance

INTRODUCTION

Human resources are the main partners of a company or organization that play a crucial role in fostering the sustainable development of the company and are highly determinant of success and continuity in ensuring the availability of a stable workforce to occupy various positions, roles, and jobs at the right time all in the context of achieving the set goals and targets. One form of improvement carried out is enhancing employee performance (Sinambela & Lestari, 2022:178). Nasution & Khair (2022:1456) state that to make employees have high performance, the company must pay attention to employees' expectations and needs to contribute optimally to the company. Nasution & Khair (2022:1457) also state that performance is the work results achieved by an individual in terms of quality and quantity, based on the responsibilities assigned to them. Employees with high performance have a significant influence on the success of an organization or company.

High employee performance is highly desired by companies; the more employees with high performance, the overall productivity of the company will increase, enabling the company to survive in the global competition. Similarly, like other companies, financial institutions such as banks are required to have optimal performance. A bank is a business entity that collects funds from the public in the form of savings and channels them to the public in the form of credit and other forms to improve the living standards of many people. Bank Majalengka is a financial institution that accepts deposits only in the form of time deposits, savings, and/or other equivalent forms, and channels funds as part of its banking activities. Generally located near communities in need. In line with its role as a financial banking institution, Bank Majalengka needs to improve employee performance to carry out their tasks as well as possible and to enhance the company's reputation as a trustworthy institution based on its performance. Many factors influence the improvement of employee performance, such as supervision, work discipline, work-related stress, work environment, motivation, leadership, incentives, organizational structure, and others.

The author conducted a preliminary survey at Majalengka Bank through direct interviews and requested secondary company data from the Head of Human Resources, Mr. Udin, SE, on February 1, 2023. The results of this pre-survey revealed that the performance of Bank Majalengka employees is still low and tends to decline. Based on the achievement of company targets, it shows that the targets have not yet been reached, as illustrated in Figure 1.1. Below is a graph of Majalengka's Bank performance achievement over a five-year period:

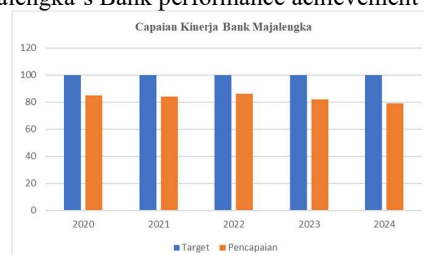


Figure 1.1 Target Achievement Data at Majalengka Bank

Figure 1.1 explains the fluctuations in the achievement of targets by Majalengka Bank over the past five years. It can be seen that in 2020, the target achievement was 85%, but this result decreased in the following year, 2021, to 84%. There was a rebound in achievement in 2022, reaching 86%, while in 2023 to 2024, it experienced a decline again to 82% and 79%. Although efforts have been made to minimize this decline, it is still considered not yet optimal. Hudiyani et al. (2019:82) stated that performance supervision is a very important role in achieving company goals. Nasution & Khair (2022:1464) stated that supervision has a role in ensuring that organizational and management objectives are achieved, as well as in guiding activities to be in accordance with planned methods. According to Nawawi (2018:21), supervision is: “The process of monitoring, examining, and evaluating carried out by superiors to employees to identify deficiencies and weaknesses in their work, so that superiors can provide improvements and advice to achieve the company's goals.” Nasution & Khair (2022:1464) also state that supervision is an activity of assessing an organization or activity to ensure that it functions properly and meets the established objectives. Apart from supervision, another factor influencing performance is the work environment. Sukanto & Gitosudarmo (2019:29) stated that the work environment is a condition of the workplace that provides a comfortable atmosphere and situation for employees in the process of achieving the desired objectives of an institution or company. A suitable and adequate work environment can improve employee performance within a company (Sinambela & Lestari, 2022:178). Moekijat (2017:67) stated that: “Organizations with a good and comfortable work environment will motivate employees to improve their performance. Additionally, a good work environment helps reduce boredom and fatigue at work, which is expected to enhance employee performance.” Supervision and the work environment are crucial for achieving good performance. Supervision serves as a driving factor for employees to work with enthusiasm from within themselves to produce good performance, while the environment acts as a motivating factor for comfortable work conditions, enabling employees to perform their duties well and produce appropriate results.

METHOD

The approach that will be used is the associative quantitative approach, which is research that seeks to examine the relationship between two or more variables, according to Sugiyono (2019:57). The relationship used in this study is a causal relationship. Causal relationship is a cause-and-effect relationship, consisting of an independent variable (the variable that influences) and a dependent variable (the variable that is influenced). In this study, a survey method is employed to obtain a sample from a population, using questionnaires as the primary data collection tool. The sampling technique used in this research is saturated sampling (total sampling). According to Sugiyono (2019:118), saturated sampling is a technique where all members of the population are used as samples. Therefore, the author selected the sample using the saturated/total sampling technique because the population size is relatively small, resulting in a sample of 60 people for this study.

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.

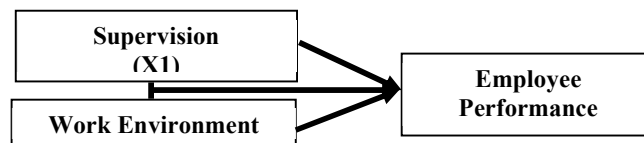


Figure 1. Framework

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	46.3529
	4.82917	3.89012	3.33531	5.52615
Most Extreme Differences	.124	.168	.159	.096
	.071	.168	.159	.059
	-.124	-.113	-.111	-.096
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
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 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		ANOVA ^a				
		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

Based on the research results, it can be concluded that supervision has an influence on employee performance. This means that the better the supervision implemented, the better the employee performance will be. Thus, it can be stated that good supervision can create a positive work culture because employees will work in accordance with the Standard Operating Procedures (SOP) established by the company, which increases the likelihood of orderliness in work and has a positive impact on employee performance. The analysis results of this study indicate that there is a relationship between supervision and employee performance. These findings are consistent with the research conducted by Nasution & Khair (2022) who state that supervision affects employee performance. The results also align with theories suggesting that organized supervision ensures employees work according to company regulations, allowing them to work optimally and thus improving their performance. Therefore, it can be concluded that in efforts to improve employee performance at Majalengka Bank, supervision in operational activities should be increased by leadership conducting direct inspections to the work areas, especially since there is a phenomenon at Majalengka Bank where leadership does not conduct direct inspections of the areas visited by employees. The absence of direct supervision results in the leadership not knowing what

activities employees are performing outside the company, including whether they are utilizing their work time effectively or not.

The discussion regarding the influence of the work environment on performance aims to answer the research problem formulation and hypothesis, which states that the work environment has an effect on performance. The results of the testing show that the work environment (X2) has a positive and significant effect on performance (Y). This is evidenced by the t-value (4.828) being greater than the t-table value (1.67203). The positive sign of the t-value indicates a positive relationship between the two variables, meaning that the better the work environment in the company, the higher the employee performance. Based on field observations and research findings, it was found that the work environment positively influences employee performance. These results support Robbins (2017), who states that the environment consists of external factors or forces that can potentially influence organizational performance, categorized into general and specific environments. The general environment includes social and technological conditions outside the organization that have the potential to affect it, while the specific environment directly relates to achieving organizational goals. The work environment positively impacts employee performance because there is a proportional relationship: if the work environment is good, employee performance will increase, and vice versa. The work environment is divided into physical and non-physical environments (Sedarmayanti, 2017; 72). The physical work environment includes all physical conditions around the workplace that can influence employees directly or indirectly, while the non-physical environment encompasses all situations related to work relationships, whether with superiors, colleagues, or subordinates. A good work environment will positively influence employee performance. According to Nitisemito (2019:38), the work environment is anything around the workers that influences them in carrying out their assigned tasks.

The hypothesis testing results show that the F-value (46.662) is greater than the F-table value (3.16), so H0 is rejected and H1 is accepted, indicating that there is a significant simultaneous effect of supervision (Variable X1) and the work environment (Variable X2) on employee performance (Variable Y). Therefore, it can be concluded that supervision and the work environment have a positive and significant effect on employee performance. The better the supervision and work environment, the higher the employee performance. According to Mathis and Jackson (2016:82), factors influencing employee performance include their abilities, motivation, support received, supervision of their work, and relationships with other employees. Based on Susanti (2019), it is stated that supervision and the work environment affect employee performance; proper supervision results in maximum work output, and a comfortable, peaceful environment greatly influences employee performance positively.

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