



The Influence of Leadership Oversight and Work Environment on Employee Performance at the Secretariat of the Regional People's Representative Council of Majalengka Regency

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Abstract

The purpose of this study was to investigate the impact of managerial supervision and work environment on employee performance in the Secretariat of the Regional People Representative Council, Majalengka Regency, both partially and simultaneously. In this study, data was collected through observation, interviews, questionnaires and documentation. The sample of this study consists of 53 employees from the Regional People Representative Council Secretariat in Majalengka Regency. This research uses both qualitative and quantitative data analysis. According to the findings of this study, leadership supervision (X1) has a positive and significant effect on the performance of employees (Y) in the Regional People Representative Council Secretariat, Majalengka Regency. With a t-value of 3.500, the work environment (X2) has a positive and significant influence on the performance of employees (Y) in the Majalengka Regency Regional People Representative Council Secretariat. Employee performance in the Regional People Representative Council is influenced positively by leadership supervision and the work environment.

Keywords: Leadership Supervision, Work Environment, and Employee Performance

Introduction

The success of an organization is largely determined by the quality of Human Resources (HR) or the people who work in it (Rasool *et al.*, 2019). Employees are state apparatus, or the main element of human resources, that play an important role as a tool to realize the achievement of the goals of the agency where the employee works (Soway *et al.*, 2022). Achieving the goals of an agency or organization does not only depend on modern technology, it also depends on the people who carry out the work (Tatodi *et al.*, 2022). In order to improve the quality of employee performance, a leader who is able to provide supervision and pay more attention to

subordinates is needed because it is common knowledge that an employee will work optimally and responsibly if someone supervises them (Araffat *et al.*, 2020).

Another factor that can improve employee performance is the work environment. The work environment is one of the conditions, both physical (work environment, building) and non-physical (work comfort, work safety, and work relations), that are around employees while they are doing their work, which will determine their passion and enthusiasm for work and thus their achievement of employee performance (Parashakti *et al.*, 2020). Based on the results of field observations, the physical and non-physical work environments have not supported employees in carrying out work. One of the things that shows that the non-physical work environment is not conducive is that the problem of work safety and comfort is not considered, such as the warehouse for storing office equipment and archives, which is not suitable for use so that the level of security is low and the lack of good communication and cooperation among employees and with superiors.

According to Fathurrochman (2017), Various groups are concerned with the performance of civil servants. Almost every day, various news sites report on the poor performance of federal officials. Civil servants are viewed as being less productive, less disciplined, and having low work ethics. This bad stigma is directed at civil servants in almost all government entities. Based on observations in the field, employee performance is indicated to be low; for example, the ability of employees to compile and realize work plans is not optimal. Based on Lakip (the Government Agency Performance Accountability Report) in 2022, there are still two realizations of activity programs that have not reached the 100% target. Another fact that shows the low performance of employees is that the culture of employee discipline in carrying out work is less applied and less cultured. The following is an overview of employee discipline with attendance indicators during 2022:

Table 1. Recapitulation of Employee Attendance in 2022

No	Month	Number of Working Days	Employee Attendance			
			Sick	Izin	Alpa	Amount
1	January	21	2	5	5	12
2	February	20	5	4	6	15
3	March	19	9	3	7	19

4	April	22	3	7	8	18
5	May	22	5	4	8	17
6	June	19	3	5	7	15
7	July	23	3	2	6	11
8	August	20	4	7	5	16
9	September	21	7	4	9	20
10	October	22	2	6	9	17
11	November	20	6	5	6	17
12	December	21	9	6	9	27
		250	58	61	85	204
Percentage						81%

Source: Data processed, 2022

Table 1 shows that the employee attendance rate in 2022 at the Majalengka Regency Regional People Representative Council Secretariat was only 81% and did not reach 100%. At the Secretariat of the Regional People Representative Council of Majalengka Regency, only 81% have reached 100%. Based on the phenomena that occurred, a more in-depth study was conducted on the Effect of Leadership Supervision and Work Environment on Employee Performance at the Secretariat of the Regional People Representative Council of Majalengka Regency.

Literature review

a. Leadership Supervision

Supervision is the process of monitoring and evaluating an activity according to what it should be (Sigar *et al.*, 2018). Nasyirudin *et al.*, (2022) stated that leadership supervision can be defined as the process of determining, what must be achieved, namely standards, what is being done, namely implementation, assessing implementation, and if necessary, making improvements, so that implementation is in accordance with the plan. A supervision is said to be important because, without good supervision, it will certainly produce unsatisfactory goals, both for the organization itself and for its workers (Sigar *et al.*, 2018). Supervision has several objectives, namely to ensure that the implementation process is carried out in accordance with the provisions of the plan, to take corrective action if there are deviations, and to ensure that the resulting goals are in accordance with the plan

(Hasibuan, 2006). Leadership supervision has 2 indicators, namely direct supervision and indirect supervision. Direct supervision consists of frequency, method and direct action, while indirect supervision consists of reports, timeliness of reports and follow-up (Hasibuan, 2006).

b. Work Environment

The work environment is a place and dynamic elements that exist around a person's work. The work environment not only involves the physical environment of the workplace but also involves psychological elements at work (Wardani & Riyanto, 2019). A good work environment will encourage employees or staff to work well. Vice versa, if the work environment of the organizational institution is not good, it will reduce the enthusiasm and excitement of employees or staff at work (Parashakti *et al.*, 2020). According to Rudhan & Choiriawati (2022), the work environment is everything that surrounds workers and can influence their carrying out of their assigned tasks. It can be concluded that the atmosphere of the work environment is a condition or situation in the work environment, both in a physical and psychological sense, that affects the mood of the people who work, which includes several indicators, namely: work facilities, spatial layout, comfort, relationships with peers, and creative freedom (Darmodiharjo, 2007).

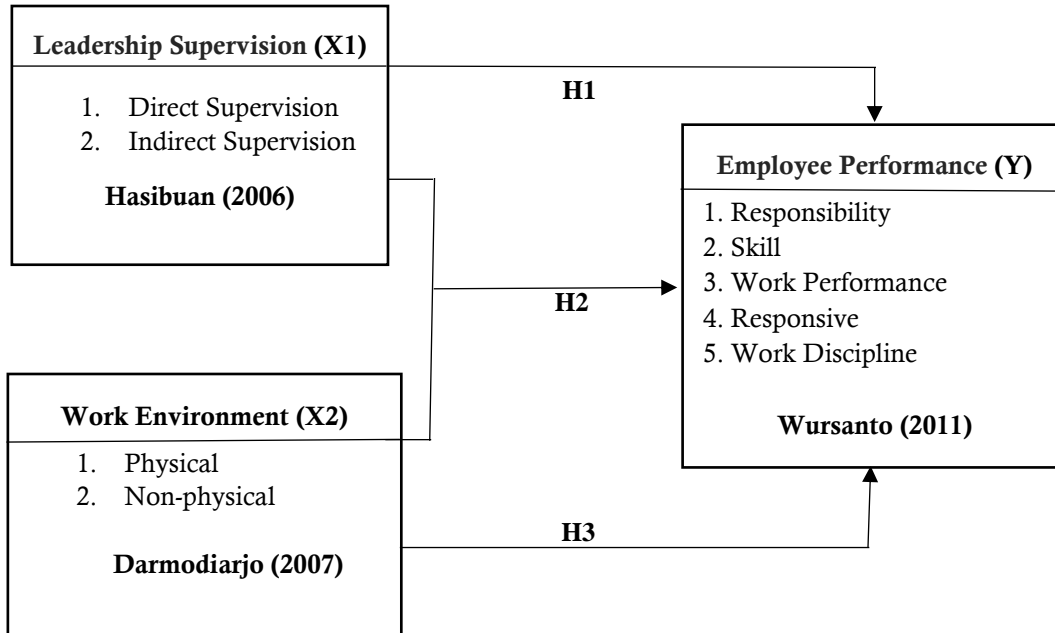
c. Employee Performance

Employee performance is the achievement of a job produced by an employee in accordance with his role in the organization (Warganegara, 2016). Good employee performance is one of the most important factors in an agency's efforts to increase productivity (Barusman & Mihdar, 2014). Performance is an indicator of efforts to achieve a high level of productivity in an organization or agency (Widodo, 2014). Without performance, there is no effort to achieve results or targets and there will be no change at all. The quality of performance will later affect the results (Wardani & Riyanto, 2019). Employee performance has indicators consisting of responsibility, skills, work performance, responsiveness, and work discipline (Wursanto, 2011). Responsibility means that employees feel unburdened by the work given by superiors, responsible for carrying it out. Proficiency means that employees have knowledge, skills, innovations and ideas for solving problems faced by the organization. Work achievement means that the results of employee work are achieved and realized in accordance with organizational targets. Responsiveness means that employees

always respond well to any suggestions and input given for criticism of work results. Work discipline means that employees have high work discipline, always come and go home according to applicable office hours and work according to applicable SOP.

d. Conceptual Framework

Figure 1. Conceptual Framework



In this study, the authors propose the following hypotheses based on the above research and description:

1. Leadership supervision has a positive effect on employee performance in the Majalengka Regency Regional People Representative Council Secretariat.
2. The work environment has a positive effect on employee performance in the Majalengka Regency Regional People Representative Council Secretariat.
3. Leadership supervision and work environment together have a positive effect on employee performance at the Majalengka Regency Regional People Representative Council Secretariat.

Method

The research method that will be used in this research is an associative descriptive method and will be analysed descriptively, namely by providing a description of the state of the object in relation to the problem to be studied, based on existing facts. The results of the survey will also be analysed associatively, that is, to

determine the effect of the independent variable on the dependent variable, with the aim of testing the truth of the hypothesis (Hadi, 2010).

The population of this study consisted of all employees of the Regional People Representative Council Majalengka Secretariat, totaling 53 individuals. According to (Hadi, 2010), if the population is less than 100 people, the whole population is also considered as the sample (respondents). Thus, the respondents in this study were 53 employees of the Regional People Representative Council Secretariat of Majalengka Region, including 15 people from the general field, 16 people from the financial field, and 22 people from the experimental field. The operational variables of the study are as follows:

Table 2. Operational Variable

Variable	Indicator	Item Pernyataan
Leadership Supervision	Direct Supervision	
	- Frequency	1,2
	- Method	3,4
	- Direct Action	5,6
	Indirect Supervision	
	- Report	7,8
	- Timeliness of report	9
	- Follow-up	10
Work Environment	Physical	
	- Work Facilities	1,2,3,4
	Non-Physical	
	- Work comfort	5,6,7
	- Job Security	8,9,10
Employee Performance	Responsibility	
	Skill	1,2
	Work performance	3,4
	Responsiveness	5,6
	Work Discipline	7,8

Source: Data processed, 2022

Result And Discussion

The characteristics of respondents describe the characteristics of employees who are sampled as seen from age, gender, education level, and length of service.

Table 3. Characteristics of Respondents Based on Age

Age	Frequency	Percentage (%)
23-31	14	26,5
32-40	27	50,9
41-48	8	15,0
48-57	4	7,6

Amount	53	100
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Source: Data processed, 2022

Based on table 3, it can be seen that the age of most employees at the Secretariat of the Majalengka Regency Regional People Representative Council is dominantly between 32-40. It can be seen in the table above that employees with ages between 23-31 amounted to 14 people (26.5%), employees aged between 32-40 amounted to 27 people (50.9%), employees with ages between 41-48 amounted to 8 people (15.0%), employees with ages between 48-57 amounted to 4 people (7.6%). These results indicate that employees who are used as respondents are of productive age.

Table 4. Characteristics of Respondents Based on Education Level

Education Level	Frequency	Percentage (%)
S2	10	18,9
S1	18	33,9
D3	11	20,8
SMA	14	26,4
Amount	53	100

Source: Data processed, 2022

Based on table 4, it can be seen that employees with S2 education level amounted to 10 people (18.9%), employees with S1 education level amounted to 18 people (33.9%), employees with D3 education level amounted to 11 people (20.8%), and employees with SMA education level amounted to 14 people (26.4%) These results indicate that the level of education of employees at the Secretariat of the Majalengka Regency Regional People Representative Council is dominated by the S1 education level.

Table 5. Characteristics of Respondents Based on Length of Service

Length of Service	Frequency	Percentage (%)
≥ 5 year	35	66,1
<5 year	18	33,9
Amount	53	100

Source: Data processed, 2022

Based on table 5, it can be seen that the working period of most employees of the Majalengka Regency Regional People Representative Council Secretariat is ≥ 5 years. It

can be seen in the table above that employees with a work period ≥ 5 years totaled 35 people (66.1%), and employees with a work period < 5 years totaled 18 people (33.9%).

Table 6. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage (%)
Male	32	60,4
Female	21	39,6
Amount	53	100

Source: Data processed, 2022

Based on the table above, it can be seen that most employees of the Majalengka Regency Regional People Representative Council Secretariat are predominantly male. It can be seen in the table above that male employees totaled 32 people (60.4%), and female employees totaled 21 people (39.6%).

Validity Testing

Validity Test Result

This measurement is carried out by comparing r -count with r -table, if r -count $>$ r -table, then the measuring instrument used is declared valid.

**Table 7. Results of the Leadership Supervision Variable Validity Test
Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Item1	49.07	7.857	.315	.650
Item2	49.17	7.937	.360	.646
Item3	47.13	7.637	.373	.632
Item4	46.93	7.237	.411	.622
Item5	49.13	7.775	.305	.640
Item6	47.10	6.714	.361	.630
Item7	47.00	7.034	.437	.616
Item8	47.10	7.128	.584	.604
Item9	47.20	8.097	.314	.651
Item10	46.73	18.340	.444	.900

Source: Data processed, 2022

Based on the results of the validity test above, which can be seen from the corrected item-sum correlation column, it turns out that the r -count is larger than the r -table when we consult the r -table with $n = 30$ and a significance level of $5\% = 0.295$. Therefore, all statement items on leadership supervision are declared valid and can be used as a measurement tool for the variable leadership supervision.

**Table 8. Results of the Work Environment Variable Validity Test
Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Item1	45.17	10.695	.457	.637
Item2	45.10	10.921	.380	.647
Item3	47.37	9.482	.545	.613
Item4	45.47	12.671	.336	.695
Item5	45.17	10.695	.457	.637
Item6	45.10	10.921	.380	.647
Item7	47.37	9.482	.545	.613
Item8	45.10	10.921	.380	.647
Item9	47.23	10.737	.590	.659
Item10	47.23	10.737	.590	.659

Source: Data processed, 2022

Based on the results of the validity test above, which can be seen from the corrected item-sum correlation column, when looking at the r-table with $n = 30$, a significance level of $5\% = 0.295$, it turns out that the r-number is larger than the r-table, so that all statement items about the work environment are declared valid and can be used as a measurement tool for work environment variables.

**Table 9. Results of the Employee Performance Variable Validity Test
Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Item1	48.57	17.082	.643	.894
Item2	48.47	16.257	.814	.886
Item3	48.43	15.978	.765	.888
Item4	46.77	18.254	.548	.898
Item5	46.73	18.340	.444	.900
Item6	46.77	18.254	.548	.898
Item7	46.77	18.254	.548	.898
Item8	46.90	16.369	.497	.905
Item9	46.77	18.116	.603	.897
Item10	47.17	8.144	.351	.657

Source: Data processed, 2022

When compared to the r-table with $n=30$ and a significance level of $5\%=0.295$, the r-number is greater than the r-table according to the results of the validity test, which can be seen in the corrected item-total correlation column. As a result, all items in the Employee Performance Statement have been certified as

legitimate and can be used as a tool for measuring employee performance characteristics.

Reliability Test Results

Reliability is the consistency of the data collection instrument in measuring what is being measured. A reliable instrument is one that provides the same data when used multiple times to measure the same object. The instrument is considered reliable if the alpha value obtained is > 0.60 .

Table 10. Reliability Test Results of Research Variables

<i>Variables</i>	<i>Cronbach Alpha</i>	<i>Reliability Limit</i>	<i>Description</i>
Lead Supervision (X1)	0.776	0,60	Reliabel
Work Environment (X2)	0.794	0,60	Reliabel
Employee Performance (Y)	0.762	0.60	Reliabel

Source: Data processed, 2022

The Cronbach's alpha value of the variable guided supervision (X1) is 0.776 0.60, according to the reliability test results in table 10. As a result, it is possible to conclude that the measuring device utilized in this study is reliable. As a result, the Cronbach alpha value of the working environment variable (X2) is 0.794 0.60, indicating that the measuring instrument utilized in this study is reliable. Additionally, the Cronbach alpha value of the variable quality of employee performance (Y) is 0.762 0.60, indicating that the measurement instrument utilized in this study is reliable.

Multiple Linear Regression Analysis

T-Statistic Test

Quantitative analysis to test associative hypotheses (influence between variables) using multiple linear regression analysis. The following are the results of multiple linear regression of the variables of compensation (X1) and employee performance (X2) on the quality of public service (Y) in the Secretariat of the Regional People Representative Council of the Regency of Majalengka based on data processing tables using the SPSS program.

Table 11. T-Statistic Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.716	4.435		.387	.701
	Pengawasan Pimpinan	.452	.142	.420	3.177	.003
	Lingkungan Kerja	.501	.143	.463	3.500	.001

a. Dependent Variable: Kinerja pegawai

Source: Data processed, 2022

According to table 11, the regression coefficient for the variable of leadership supervision (X1) is 0.452 with a positive value (+), and the regression coefficient for work environment (X2) is 0.501 with a positive value (+), implying that leadership supervision (X1) and work environment (X2) have an independent positive influence on employee performance (Y) in the Regional People Representative Council Secretariat of Majalengka Regency. Any improvement in the value (X1) of leadership supervision and (X2) of work environment will result in a rise in the value (Y) of employee performance in the Majalengka Regency Regional People Representative Council Secretariat, as indicated by the positive influence (+).

F-Statistic Test

This anova test (F-test) is used to determine whether the independent factors influence the independent variable as a whole. The proposed hypothesis is accepted if the sig value is less than 0.05.

Table 12. F-Statistic Test Results

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	810.207	2	405.104	23.771	.000 ^a
	Residual	545.336	50	17.042		
	Total	1355.543	52			

a. Predictors: (Constant), lingkungan kerja, Pengawasan pimpinan

b. Dependent Variabel: Kinerja Pegawai

Based on the Anova test or F-test, the F-number is 23.771 with a significance level of 0.000. As the probability or significance level is well below 0.05, managerial

supervision and work environment together have a significant effect on employee performance. Therefore, the third hypothesis "managerial supervision and work environment together have a significant effect on employee performance in Regional People Representative Council Secretariat, Majalengka Regency" is accepted.

Conclusion

The following conclusions can be taken from the preceding study's findings:

1. Leadership supervision has a favorable and significant impact on the performance of employees at the Regional People Representative Council Secretariat in Majalengka Regency.
2. The work environment has a good and significant impact on the performance of employees at the Regional People Representative Council Secretariat in Majalengka Regency.
3. At the Majalengka Regency Regional People Representative Council Secretariat, leadership supervision and work environment have a positive and significant impact on employee performance.

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