



Improving Employee Productivity Through Supervision: A Case Department of Manpower, Indramayu

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Abstract

In this study, the Manpower Department in Indramayu needs to evaluate factors that can increase the productivity of its employees, especially in providing services to the community with the aim of being able to provide excellent service to the community and participate in reducing unemployment in Indramayu, dynamically and stimulate the community to take advantage of every job opportunity, able to create jobs so as to obtain a decent income so that in the end a reliable, dynamic and independent workforce can be realized as soon as possible. The productivity of the employees of the Department of Labor in Indramayu, needs to be further reviewed in this study. This study uses a path analysis model with smartPLS software. The population of this study are employees of the Department of Manpower in Indramayu Regency. The research sample is all civil servants totaling 56 people. The research results prove that discipline and competence can affect employee supervision. Supervision is also proven to be able to increase employee productivity. Indirect influence from discipline and competence also prove capable of influencing employee productivity through supervision Department of Manpower in Indramayu. Variables that contribute the greatest supervision on work productivity.

Introduction

Human resources of quality have a very important role in determining the success of an organization in achieving its goals. Resource drivers are humans who are in an organization have a framework and routines in contributing, in which it consists of various kinds of individuals belonging to various characters (Rusli & Sani, 2022). Humans have different ways of thinking, attitudes, behavior, and needs. Good human resources are shown to increase the contribution made by employees towards achieving the goals of the organization (Shyam Nivedhan & Priyadarshini, 2018). The problems that occur in human resource management are caused by the lack of optimal management in human resource management, this is due to work productivity in an organization that has not yet achieved the results of the work given to it. In increasing work productivity can be measured by three factors, namely the ability and acceptability of delegation of task explanations, the role and level of motivation of a worker as well as the ability and interest of a worker. The greater the factors that employees have, the higher the productivity of these employees (Mohammad et al., 2019; van Zyl, 2022).

In an organization having human resources has a very large influence on the target of achieving goals in an organization, therefore the organization needs to get the maximum balance for the company and its own employees it is necessary to manage employees in such a way. Losses can arise and worsen the company's image because managers are unable to manage good resources due to the absence of competent and qualified human resources (Wen & Lin, 1998). Employee discipline is a problem that often arises either directly or indirectly caused by employees. the cause of employee indiscipline is due to work stress, high work pressure and fatigue at work, especially those experienced by old employees.

There are regulations that apply to the company, one of which is work discipline and these regulations must be obeyed by all employees at various managerial levels, both written and unwritten. Actions and behavior that are in accordance with organizational rules in written form or not are the meaning of work discipline. carrying out work and completing tasks as well as maintaining supervision and evaluating and teaching employees who make mistakes is a form of fluency in work. Because of this, companies need to make rules regarding work discipline that apply to all employees without exception (Mutegi et al., 2023). The rules that apply in the organization such as being punctual both in attendance and in completing work, not leaving the work space during working hours without a clear reason and not in accordance with applicable regulations. thus, work discipline is felt to be very necessary to be obeyed by all employees in the organization or company.

In this study, the Manpower Office in Indramayu needs to evaluate factors that can increase the productivity of its employees. The main task of the manpower office is to provide excellent service to the community so as to achieve the national strategic goal of reducing the unemployment rate in Indramayu, dynamizing and stimulating the community to take advantage of every job opportunity, being able to create jobs so that can earn a decent income so that in the end a reliable, dynamic and independent workforce can be realized as soon as possible. So that the productivity of the employees of the Department of Labor in Indramayu, needs to be reviewed further in this research.

Literature review

Discipline

Work discipline is a trait that arises from within a person or other individuals and is applied to company rules and is not allowed to violate them. Managers use work discipline strategies in communicating with employees so that they are willing to follow the rules that have been made as an effort to increase the willingness and awareness of employees to behave better according to applicable norms (Escosura, 2022). the willingness of employees to comply with social norms and regulations that apply consciously. Thus, it can be said that employee discipline is a strategy to shape attitudes and increase knowledge so that employees can work honestly and happily with other employees and create a comfortable and quality work environment.

The purpose of work discipline is as follows: 1). High morale and enthusiasm for work and employee initiative in carrying out work; 2). High sense of employee concern for achieving company or organizational goals; 3). Fostering a sense of belonging and a high sense of solidarity among employees; 4). Improving work efficiency and employee productivity; 5). Great sense of responsibility to employees in carrying out their duties as well as possible (Baktiyasa, 2017). The purpose of work discipline, giving firmness to employees needs to be done by the organization. It is difficult for an organization to achieve its goals if it is not supported by discipline. so that the key to organizational success in achieving its goals is the discipline that is applied by all employees in the company from various levels of management.

Competence

the ability to carry out a job must be based on the knowledge and skills possessed by employees in completing their work referred to as competencies or attitudes needed at work. The characteristics that underlie behavior in the competencies possessed by employees are to describe personal characteristics, motives, values, self-concept, skills or knowledge possessed by a person as evidenced by superior performance (Iswadi, 2020). So that competence is a characteristic of a person's ability in the form of skills and knowledge in completing tasks and work so as to bring up a work performance (Ramdhan & Abubakar, 2018).

Supervision

Work supervision is carried out so that employees continue to work in accordance with established regulations and prevent employees from neglecting their duties, employees work efficiently and effectively. Supervision of work on employees is one of the things that affect the level of success in carrying out each task (Baktiyasa, 2017). Supervision of this work aims to find out errors and inaccuracies in the implementation of work that has been determined by the company.

Supervision consists of the act of examining whether something is achieved or running according to the plan that has been set Instructions that have been issued previously, principles that have been established (Sinollah, 2016). The discovery of weaknesses in work is found from supervisory activities so that they can be corrected and prevented from recurring those weaknesses and mistakes. In this case, so that the supervision can achieve the goals set by the company, the supervisory function have to run according their respective roles (Summarjaya, 2013).

Productivity

One of the company's measuring tools in achieving its goals is productivity. The most strategic element owned by the company is human resources which must be accepted and recognized by management (Abdelwahed & Doghan, 2023). Labor is a human being who is a dynamic factor of production, has the ability to think and work motivation, if the company's management is able to increase their motivation, work productivity will increase.

The real form produced by individuals or groups in an organization while working at a certain time is productivity. Work productivity shows the level of employee ability to achieve results, especially in terms of quality. in some cases, if higher production or services are provided in a shorter time then it can be said to produce high productivity values as well (Safitri & Gilang, 2020).

Productivity measurement is used as a target to analyze and encourage work efficiency. Another benefit is to determine the targets or goals to be achieved in providing information about the workforce as executors and the effectiveness of production facilities and equipment (Alam et al., 2020).

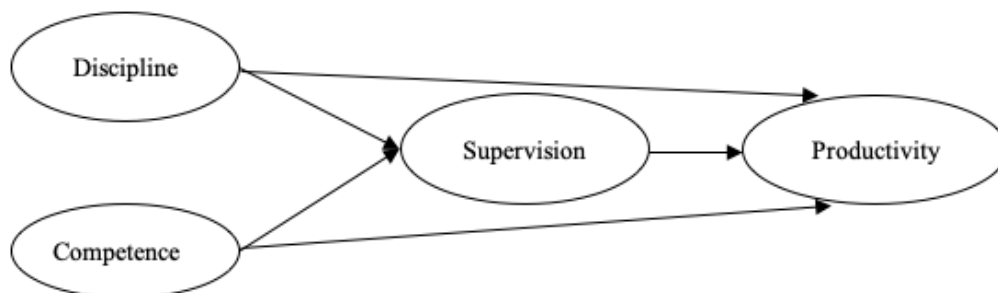


Figure 1. Research Model

Methods

This type of research is associative research, because researchers want to know the effect of exogenous latent on endogenous variables with effect variables that function to explain, control and evaluate a phenomenon that is happening. This study uses a path analysis model with smartPLS software (Isnaeni & Kumaidi, 2015). The population of this study are employees of the Department of Manpower in Indramayu Regency. Dissemination of research data by distributing questionnaires online for data processing. The sample of this research was all civil servants at the Department of Manpower in Indramayu Regency, totaling 56 people.

Table 1. Last Education

Information	Amount	Percentage
Last education. (56)		
SMA/SMK	11	20%
S1	27	48%
S2	16	29%
S3	2	4%
Group rank. (56)		
II/a	1	2%
II/b	1	2%
II/c	9	16%
II/d	6	11%
III/a	9	16%
III/b	13	23%
III/c	7	13%
III/d	5	9%
IV/a	3	5%
IV/b	1	2%
IV/c	1	2%

Based on Table 1, data can be obtained from 56 respondents regarding the last education where the respondent with the most education is S1 by 48% and the smallest education is S3 by 4%. Regarding the class/rank where respondents with the most group III/b were 23% and II/a, II/b, IV/b and IV/c were 2%.

Results

This measurement model is used to measure the validity and reliability of a study.

Average Variance Extracted (AVE)

The standard for AVE measurement is the coefficient value > 0.5 . AVE is used to measure internal intercorrelation, namely the correlation between indicators in the model.. The following is the AVE value in table 2.

Table 2. Average Variance Extracted (AVE) Test Results

Variable	AVE	Information
Discipline	0.685	valid
Competence	0.689	valid
Supervision	0.844	valid
Productivity	0.770	valid

Based on Table 2 it can be explained that discipline, competence, supervision and productivity each have an AVE value of 0.685, 0.689, 0.844, 0.770 which means that all variables have fulfilled the evaluation because the AVE coefficient value is > 0.5 .

Fornell-Larcker Criterion

The Fornell-Larcker Criterion is a test in which the square root value of the Average Variance Extracted (AVE) of each latent construct must be higher than the squared value of the highest correlation with other latent constructs. The following is the Fornell-Larcker value in table 3.

Table 3. Fornell-Larcker Test Results

Variable	Competence	Discipline	Productivity	Supervision
Competence	0.830			
Discipline	0.406	0.828		
Productivity	0.619	0.562	0.878	
Supervision	0.596	0.594	0.949	0.919

Based on table 3 it can be explained that the AVE value on the Fornell Larcker test of all discipline, competence, supervision and productivity variables has a value greater than the correlation between constructs in the model, which means that all variables have fulfilled the feasibility of the Fornell-Larcker evaluation model.

Reliability Test

In general, testing the reliability of instruments in PLS uses Composite Reliability, which is an indicator block that measures a construct. The following is the Composite Reliability value in table 4.

Table 4. Composite Reliability Test Results

Variable	Composite Reliability	Information
Discipline	0.897	Reliable
Competence	0.898	Reliable
Supervision	0.942	Reliable
Productivity	0.909	Reliable

Based on table 4 it can be explained that discipline, competence, supervision and productivity each have a value of 0.897, 0.898, 0.942, 0.909 which means that the coefficient value has a high level of reliability because the value is > 0.8 .

The structural model is a model for predicting the causality relationship between latent variables.

R Square Test Results

Changes in the R Square value can be used to assess the variation in influence between the independent variables on the dependent variable. The following is the value of R Square in table 5.

Table 5. R Square Test Results

Variable	R Square
Supervision	0.904
Productivity	0.506

Based on table 5 it can be explained that discipline and competence have a major influence on supervision, which is equal to 0.904. That is, any changes in the discipline and competency variables, the supervision will also change by 90.4%. While supervision has an influence on productivity of 0.506. meaning that any changes in the monitoring variable, productivity will also change by 50.6%.

F Square Test Results

The f Square value is a measure of the impact of a certain predictor construct on an endogenous (dependent) construct. This effect measure is used to evaluate whether the predictor construct if removed will have a large impact on the R Square values of the endogenous constructs. The f square value is 0.02 for small effect sizes, 0.15 for medium effect sizes and 0.35 for large effect sizes. The following is the f square value in table 6.

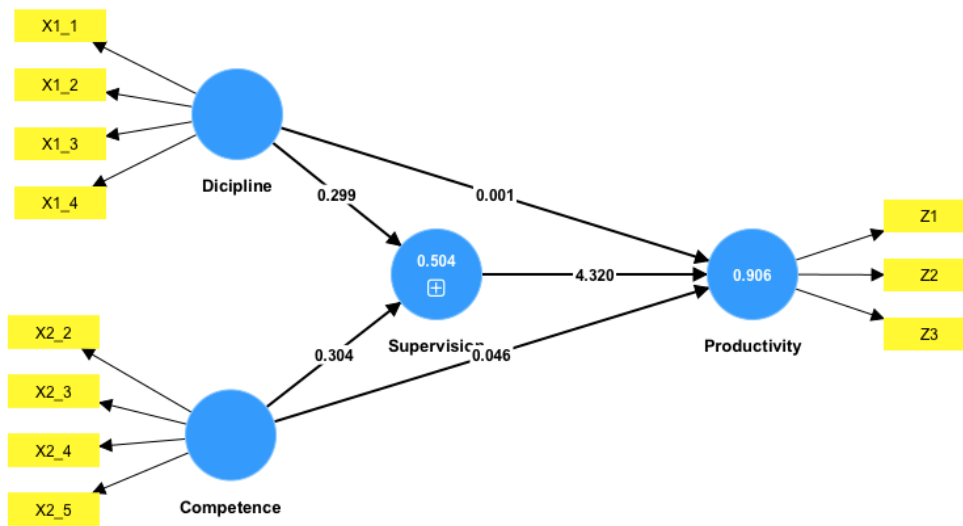
Table 6. f Square Test Results

Variable	Supervision	Productivity
Discipline	0.001	0.299
Competence	0.046	0.304
Supervision		4,320

Based on table 6 it can be concluded that the results of the effect test are as follows:

- 1) The discipline variable has a small impact on the F square value of the supervision variable, which is equal to 0.001. And it has a big impact on the F square value of the productivity variable of 0.299.
- 2) The competency variable has a moderate impact on the F square value of the monitoring variable, which is equal to 0.046. And it has a big impact on the F square value of the productivity variable of 0.304.
- 3) The monitoring variable has a large impact on the F Square value of the productivity variable, which is equal to 4,320.

Figure 1. Output Inner Models



Hypothesis testing

To test the hypothesis with PLS, you can look at the T-statistic or P-Value contained in each variable to see the effect and level of significance. In testing the hypothesis using the bootstrapping method, the research model is seen from the direct effect test to prove the success of the research using the variables in the study. The following table 7 shows the results of the significance level test seen through the T-statistics or P-Values.

Table 7. Hypothesis Test Results

Variables	T Statistics	P Values
Discipline -> Supervision	3,376	0.001
Competence -> Supervision	3,865	0.000
Supervision -> Productivity	17,883	0.000
Discipline -> Supervision -> Productivity	3,265	0.000
Competence -> Supervision -> Productivity	3,971	0.000

Based on table 7, it can be concluded that the results of testing the hypothesis are:

H1: Discipline affects supervision

Based on the test results, the discipline variable on supervision has a T-Statistic value of 3,376 or a P Value of 0.001, so H1 is accepted because the T statistic is greater than T table 2.005 and the P Values are less than 0.05. Thus it was concluded that the disciplinary variable has an influence on the supervision of employees of the Manpower Office in Indramayu Regency.

H2: Competence influences supervision

Based on the test results, the competence variable for supervision has a T-Statistic value of 3,865 or a P Value of 0,000, so H2 is accepted because the T statistic is greater than T table 2.005 and the P Values are smaller than 0.05. Thus it can be concluded that the competency variable has an influence on the supervision of employees of the Manpower Office in Indramayu Regency.

H3: Monitoring affects productivity

Based on the test results, the monitoring variable on productivity has a T-Statistic value of 17,883 or a P Value of 0,000, so H3 is accepted because the T statistic is greater than T table 2.005 and the P Values are less than 0.05. Thus it was concluded that the control variable has an influence on the productivity of the Manpower Office employees in Indramayu Regency.

H4: Discipline indirectly affects productivity

Based on the test results, the discipline variable indirectly through monitoring of productivity has a T-Statistic value of 3,265 or a P Value of 0.000, then H4 is accepted because the T statistic is greater than T table 2.005 and the P Values are smaller than 0.05. Thus it was concluded that the variable of discipline indirectly through supervision has an influence on the productivity of the employees of the Manpower Office in Indramayu Regency.

H5: Competence indirectly affects productivity

Based on the test results, the competence variable indirectly through monitoring of productivity has a T-Statistic value of 3,971 or a P Value of 0.000, then H5 is accepted because the T statistic is greater than T table 2.005 and the P Value is less than 0.05. Thus it was concluded that the competency variable indirectly through supervision had an influence on the productivity of the Manpower Office employees in Indramayu Regency.

DISCUSSION

1. Discipline affects supervision

The results of the study show that the disciplinary variable has an influence on the supervision of employees at the Department of Manpower in Indramayu Regency. This shows that achieving organizational goals through the active role of the workforce discipline. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. Managing employees is very difficult and complex because of them have different thoughts, feelings, status, doubts and backgroundsheterogony. So that the work supervision of Employees are one of the things that affect the level of success in carrying out each task. The purpose of holding this work supervision is to find out errors and inaccuracies in the implementation of work that has been determined by the company.

2. Competence has an effect on supervision

The results of the study show that the competency variable has an influence on the supervision of employees at the Department of Manpower in Indramayu Regency. This shows that character attitudes and behavior, or willingness and ability of employees who are relatively stable when facing situations at work that are formed from the synergy between character, self-concept, internal motivation, and conceptual knowledge capacity. To maintain this condition, monitoring is very necessary. Supervision which consists of the act of examining whether something is achieved or running according to the plan that has been set based on the instructions that have been issued, the principles that have been set. Supervision aims to show or find weaknesses so that they can be corrected and prevent the repetition of weaknesses and mistakes so that employees can maintain self-competence at work.

3. Supervision affects productivity

The results of the study show that the control variable has an influence on the productivity of the Manpower Office employees in Indramayu Regency. This shows that work supervision is carried out so that employees continue to work in accordance with predetermined regulations and prevent employees from neglecting their duties. This work supervision can have an effect on every job so as to increase productivity, every boss must be able to always create a pleasant working atmosphere for employees, which is an atmosphere that can raise employee morale. As a measure of the level of efficiency and effectiveness of each source

used during the service in progress by comparing the amount of work performance with all sources that have been used.

4. Discipline indirectly affects productivity

The results of the study show that the variable of discipline indirectly through supervision has an influence on the productivity of the employees of the Department of Manpower in Indramayu Regency. This shows that in an employee's effort to increase work productivity, the organization must be able to establish sanctions for violations of regulations, so that employees can avoid repetition of this unwanted behavior. The impact on employees is that work discipline can be improved and thus work productivity also increases. To get good and high quality service results, work discipline is needed and also requires good supervision.

5. Competence indirectly affects productivity

The results of the study show that competency variables indirectly through supervision have an influence on the productivity of the Labor Office employees in Indramayu Regency. This shows that competence is a characteristic of a person's ability in the form of skills and knowledge in completing tasks and work so as to bring out a work performance. This work performance can be achieved with supervision in the work environment, so that employees will not commit violations and create maximum work productivity.

Conclusion

Based on the test results, it is known that discipline and competence can affect employee supervision. Supervision is also proven to be able to increase employee productivity. Indirect influence from discipline and competence also prove capable of influencing employee productivity through supervision Department of Manpower in Indramayu Regency. The variable that contributes the most influence to work productivity is supervision, this is because work supervision is carried out so that employees continue to work in accordance with established regulations and prevent employees from neglecting their duties. This work supervision can have an effect on every job so as to increase productivity, every boss must be able to always create a pleasant working atmosphere for employees, which is an atmosphere that can raise employee morale.

Research implications for The Manpower Department in Indramayu, this study proves that managerial supervision has proven capable of increasing employee productivity in providing community services related to work needs. This needs to be evaluated along with the development of knowledge technology that the monitoring process can be carried out digitally so that nothing is missed.

LIMITATION

This research is limited to a short time, the least number of respondents obtained during the study period. Researchers have difficulty because the distance of the research subject is far away. So that it is hoped that further research can expand the research population not only at the employment Manpower Department in Indramayu but at other offices to be able to measure employee productivity. Productivity measurement instruments can also be coupled with other factors outside of this study, so that results are obtained that can describe actual conditions and make a direct contribution to agencies.

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