

THE INFLUENCE OF SUPERVISION AND PERFORMANCE ALLOWANCES ON EMPLOYEE WORK PRODUCTIVITY AT THE INSPECTORATE OF THE MINISTRY OF HEALTH OF THE REPUBLIC OF INDONESIA IN 2019

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ABSTRACT

The purpose of this study was to determine and examine the effect of supervision and performance benefits individually and jointly on employee productivity at the Inspectorate of the Ministry of health of the Republic of Indonesia. The research method uses a survey with a quantitative approach. Sampling technique is a simple random sampling technique. So the number of samples in the study as many as 73 respondents with an error rate of 10%. The results of the study showed that the supervision variable has a positive and significant effect with a correlation coefficient of 0.760 while the value of the coefficient of determination (r^2) of 0.578, meaning that the supervision variable contributes 58% in explaining the variable employee productivity.

As for the variable performance allowance (X_2) has a positive and significant effect on employee productivity, namely with a correlation coefficient of 0.745. While the value of the coefficient of determination (r^2) is 0.554, meaning that the variable performance benefits contribute 55% in explaining employee productivity.

Keywords: Supervision, Performance Allowances and Employee Productivity

1. INTRODUCTION

Background

The successful implementation of the Healthy Living Community movement and family approach requires the role and support of the region by prioritizing the implementation of Mandatory Government Affairs related to basic services so that these basic services can be obtained by every citizen in accordance with the provisions of the type and quality of basic services (minimum service standards) according to Government Regulation Number 2 of 2018 on minimum service standards.

In order for the implementation of programs and activities to run well, it needs to be supported by monitoring the use of the implementation of health policy implementation, because it will determine the level of efficiency of the implementation of health activities. A supervision is said to be important because without good supervision it will certainly result in unsatisfactory goals, both for the organization itself and for its employees. By doing employee control, the organization can know the development of its employees more closely, so that it can be used as a reference in improving employee productivity. The development of modern organizations and because of the increasingly complex dimensions related to this supervision causes the supervisory function to also develop in terms of theory and application. Supervision has an important role to achieve organizational goals, but its implementation is not easy. If the monitoring system is running well, it will obtain various advantages and advantages of the monitoring process that will be realized faster, cheaper and more easily achieved. Create an atmosphere of openness, honesty and transparency. Generate mutual trust and eliminate suspicion in the organization. Foster a feeling of security in the hearts of everyone in the organization so as to encourage a healthy mental condition. Cultivate a sense of belonging over organization.

Meanwhile, to improve it, it needs encouragement in increasing employee productivity, among others, by meeting their needs through the provision of incentives in the form of performance benefits so that work productivity increases. Performance allowance part of the bureaucratic reform policy aims to improve the payroll system of civil servants who have not been based on performance. It is expected that the enactment of the performance allowance policy can improve the performance of civil servants. Performance allowances are given to ministries, institutions and local governments based on the results of the assessment of the implementation of bureaucratic reform programs and activities.

The Inspectorate of the Ministry of health of the Republic of Indonesia is one of the ministries that organizes government affairs whose personnel or employees are given incentives or benefits. Where that performance allowance is given in order to improve the welfare of employees and is part of the implementation of work management through

the development of a reward system for the achievement of performance achievements for employees within the Inspectorate of the Ministry of Health based on basic duties and functions.

Related to the above from the observation of researchers at the Ministry of health of the Republic of Indonesia in the implementation of the monitoring system and the provision of performance benefits has not been in accordance with employee expectations, so that employee work productivity is suspected to be low as from the level of employee competence is still low, the lack of availability of adequate data and information, as needed and on time. Limited health promotion capacity, slowing poverty reduction; uneven access to and quality of Public Health and nutrition services; governance of basic services that have not been implemented according to standards.

In connection with the foregoing, the Inspectorate of the Ministry of health of the Republic of Indonesia continues to strive to improve the system of supervision and performance benefits given to employees as a form of "reward" for employee productivity, both internally and externally. This can for example be seen with the provision of compensation in the form of performance benefits.

Theoretical Framework

Definition of Supervision

Control or supervision by Kadarisman (2013: 172) is:

"Functions in functional management that must be carried out by each leader of all units/work units on the implementation of work or employees who carry out in accordance with their basic duties".

Supervision according to Yahya (2006: 133) can be defined as a process to ensure that the objectives of the organization and management can be achieved. It deals with ways of making activities as planned. This understanding indicates the existence of a very close relationship between planning and supervision".

To ensure that all the work that has been given by the leadership to his subordinates can run according to plan, then a leader must have the ability to guide, demand, guide, motivate, drive the organization, establish a good communication network, good sources of supervision, and bring followers to the target hendakdituju appropriate provisions, time and planning.

Furthermore Sadili Samsudin (2006: 299), said that supervision is :

- 1) Employees / individuals in the organization.
- 2) Employees / individuals who are really needed by the organization.
- 3) Employee/individual market available and possible.
- 4) The quality of employees / individuals owned and existing in the labor market.
- 5) Individual ability of each employee/individual in the organization.
- 6) Efforts to improve the ability of employees / individuals in the organization.
- 7) Employee/individual morale and so on.

Purpose and objectives of supervision

The realization of the goals desired by the organization is actually nothing but the purpose of supervision. Because every activity always has a specific purpose padadasarnya. Therefore, monitoring is absolutely necessary in the achievement of a goal. According Situmorang and Juhir (2001: 22) the purpose of supervision is to :

- 1) Know the course of work whether smoothly or not.
- 2) Correct the mistakes made by employees and prevent the recurrence of the same mistakes or the emergence of new errors.
- 3) Knowing whether the use of the budget that has been set in refncana directed to the target and in accordance with the planned.
- 4) Knowing the implementation of work in accordance with the program (phase level of implementation) as specified in the planning or not.
- 5) Knowing the results of the work compared with those that have been set in the planning, namely the standard.

Rachman in Situmorang and Juhir, (2001: 22), also argued about the purpose of supervision, namely:

- a. To find out if everything goes according to the plan that has been set;
- b. To find out whether something has been running in accordance with the instructions and principles that have been set;
- c. To find out what are the weaknesses and difficulties and failures, so that changes can be made to improve and prevent the repetition of wrong activities;
- d. To find out if everything is running efficiently and whether further improvements can be made, so that it gets more correct efficiency.

From the two opinions above, it can be concluded that the purpose of supervision is to determine the implementation of work, work results, and everything is in accordance with the planned or not, after measuring the level of errors that occur so that they can be repaired in a better direction.

Performance Benefits

Sujatmoko (2007: 85), performance benefits or incentives are a means of motivation, can be a stimulant or incentive given deliberately to the head of the workers so that in them arises a greater spirit for achievement for the organization.

Regulation of the Minister of state apparatus empowerment and Bureaucratic Reform number 63 of 2011, performance allowance is a function of the successful implementation of bureaucratic reform on the basis of performance that has been achieved by an individual employee. The performance of individual employees as referred to in Paragraph (1) must be in line with the performance to be achieved by the institution. While the performance allowance variables include (Article 3):

- 1) The level of achievement of the implementation of bureaucratic reform agencies.
- 2) Grade and class.
- 3) Indicators and prices of the value of the position.
- 4) Balancing factor.
- 5) Provincial Performance Allowance Index (Locality-Based Comparability Payments / localitipay rete)

Performance benefits are also referred to as awards (rewards) given to employees in return for services or contributions they make to the organization.

Based on the description of the experts above, it can be concluded that performance allowance is a means of motivation to mobilize employees to work harder to contribute to the achievement of organizational goals with the motivation to get goods or money outside of salary with consideration for the results of work done by looking at the performance of work itself, with the following indicators : 1) importance, 2) flexibility, 3) frequency, 4) visibility and 5) cost.

Employee Productivity

Work productivity actually includes a mental attitude that always has a view of life regarding the implementation of work in an organization where in carrying out work for today is expected to be better than yesterday as well as the work system. Someone is always looking for improvements with dynamic, creative and open thinking.

According To L. Greenberg in Sinungan (2009: 56), defines productivity as :

“The comparison between the totality of expenditures at a given time divided by the totality of inputs during the period. Productivity is also defined as the comparison of price measures for inputs and results, the difference between the collection of expenditure and input amounts expressed in one common unit (unit)”.

According Sedarmayanti (2001:57) states productivity is :

“How to produce or improve the results of goods and services as high as possible by utilizing human resources efficiently. Therefore, productivity is often defined as the ratio between output and input in certain units”.

While Hasibuan (2005: 128) suggests that productivity is a comparison between output and input and prioritize how to make good use of the resources in producing a good or service.

From the above understanding it can be understood that a productive person describes the potential, perception and creativity of a person who always wants to contribute his ability to benefit himself and his environment. So a productive person is a person who can make a real and meaningful contribution to the surrounding environment, imaginative and innovative in approaching the problems of his life and have intelligence (creative) in achieving his life goals. At the same time such a person is always responsible and responsive in relation to others (leadership). Employees like this is an asset of the organization, which is always trying to improve themselves in the organization, and will support the achievement of organizational productivity goals.

Factors Affecting Work Productivity

According To Anoraga (2005: 56-60). There are 10 factors that are highly desired by employees to increase employee productivity, namely: (1) attractive jobs, (2) good wages, (3) security and protection at work, (4) work ethic and (5) good work environment or facilities, (6) promotion and development of themselves in line with the development of the company, (7) feel involved in organizational activities, (8) understanding and sympathy for personal issues, (9) loyalty to the leadership siperworking, (10) hard work discipline.

According Simanjutak (2005: 30) factors affecting employee productivity organizations can be classified into two groups, namely:

- 1) concerning the quality and physical abilities of employees which include : level of education, training, work motivation, work ethic, mental and physical abilities of employees.
- 2) supporting facilities, including: a) work environment, including: production, production facilities and equipment, level of safety, and welfare. b) employee welfare, including: management and industrial relations.

From the various opinions above, it can be concluded that the main conditions for employees are increasingly important and determine the level of employee productivity, namely education and training, motivation, discipline, skills, income level, work environment and climate, mastery of equipment.

Problem Formulation

The formulation of the problem in this study is as follows:

- a. How much influence does supervision have on employee productivity at the Inspectorate of the Ministry of health of the Republic of Indonesia?
- b. How big is the effect of performance allowance on employee productivity in Inspectorate of the Ministry of health of the Republic of Indonesia ?
- c. How much influence supervision and performance benefits together on employee productivity at the Inspectorate of the Ministry of health of the Republic of Indonesia ?

Writing Purposes

In this study aims:

1. To determine and analyze the effect of supervision on employee productivity at the Inspectorate of the Ministry of health of the Republic of Indonesia.
2. To determine and analyze the effect of performance benefits on employee productivity at the Inspectorate of the Ministry of health of the Republic of Indonesia.
3. To determine and analyze the effect of supervision and performance benefits together on employee productivity at the Inspectorate of the Ministry of health of the Republic of Indonesia.

2. METHOD

Research Design

Research design is a model or method used by researchers to conduct a study that gives direction to the course of research. According to Islachuddin (2007: 41) research design is “all the procedures required in the planning and implementation of research to the report of research results”.

While the research method part that can not be separated to determine the success or failure in solving an actual problem by searching and collecting data and after systematically compiled and then analyzed for conclusions.

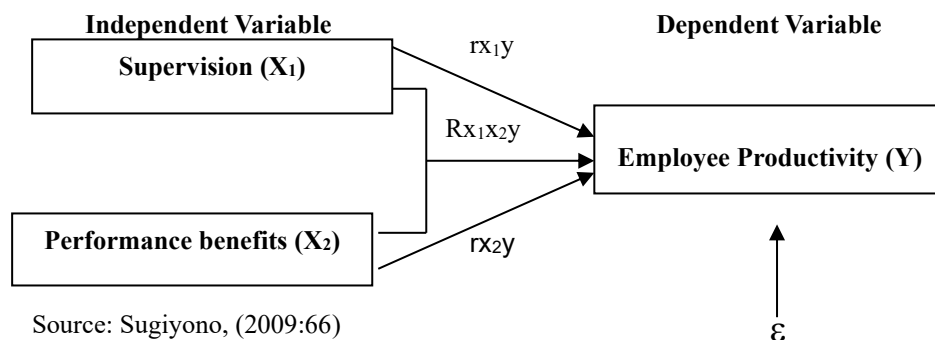
As mentioned Sugiyono (2009: 01) research methods are :

"A scientific way that can be used to obtain objective, valid and reliable data with the aim that knowledge can be found, proven and developed, so that it can be used to understand, solve and anticipate a problem in an administration”.

Meanwhile, Arikunto (2006: 136) mentioned, the research method is “the way used by researchers in collecting research data.”

In this paper the method used is a survey research method with a quantitative approach, which is correlational in which to see how much influence the independent variable on the dependent variable. Based on the above explanation, the research design can be described as follows.

**Figure 1
Research Design**



Research Procedures

Data collection techniques can use primary sources and secondary sources, the data can be described as follows:

a. Primary Sources

Primary sources were collected through questionnaires. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer.

b. Secondary Sources

Secondary sources are data obtained from organizational records and literature as well as observations that already exist in relation to the topic of this study.

According to Sugiyono (2009:115) in general population is meant “some areas of generalization consisting of objects/subjects that have certain qualities and characteristics” while according to Arikunto (2006: 130) “the population is the whole subject of research”.

The population in this study is the employees at the Inspectorate of the Ministry of health of the Republic of Indonesia which has a total of 274 employees.

According to Sugiyono (2009: 116) “the sample generally describes some of the numbers and characteristics possessed by the population”. Meanwhile, according to Arikunto (2006: 131) the sample is “part or representative of the population studied”.

In order for the sample taken to be truly representative of the population, it needs a standard or way of determining the sample. There are many ways and formulas to determine the number of samples, one of which is using the Slovin formula (Slovin in Sujarweni 2014: 16) which is simple and easy to calculate :

$$n = N / (1 + N \cdot (e)^2)$$

The study population of 274 employees by using the slovin formula with an error tolerance limit of 10%, the sample can be obtained amounted to 73 respondents.

Analyze The Data

In the process, after researchers collect data and process the data, the next step is to analyze it. The Data obtained in the form of ordinal Scale is then made scoring which is then described through the use of frequency distribution tables for the purposes of analyzing the data.

Data analysis techniques used in this study is inference statistical analysis or inductive statistics that is to analyze the sample data and the results applied to the population. In analyzing the data is done through several stages, namely:

- a. Tabulation of data from the respondents ' answers
- b. Make a frequency distribution of the respondents ' answers
- c. Test the analysis of the relationship between the independent variable with the dependent variable

3. RESULTS AND DISCUSSION

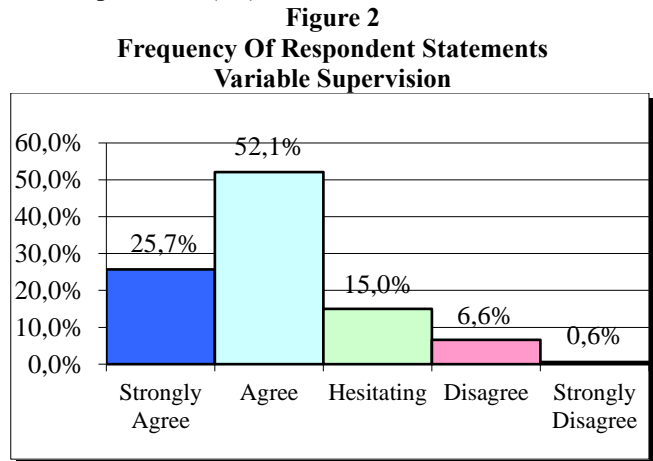
Research Results

In the presentation of data, data descriptors are carried out, this is done by compiling and classifying existing data, thus providing a real picture of the respondents. In the study, researchers will use instrumen to collect research data. Istrumen this study was used to examine the variables studied. Thus the number of instruments to be used for research

depends on the number of variables studied. Because the research instrument will be used to make measurements with the aim of producing accurate quantitative data, each instrument must have a scale.

The scale of measurement is an agreement that is used as a reference to determine the length of the short interval in the measuring instrument, so that the measuring instrument when used in research will produce quantitative data. The scale technique used in this study is the likert scale technique, a scale that can be used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically defined by the researcher, which is hereinafter referred to as the research variable.

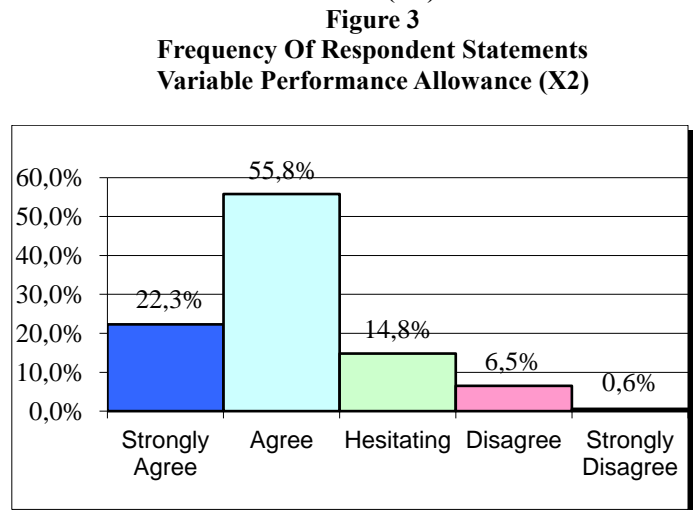
a. Description Of Variable Data Supervision (X1)



Source: Primary Data Processed

Based on the results of the respondents ' answers above, it can be concluded that the majority of respondents included in the category agree. This means that the majority of respondents agreed with the supervision of the Inspectorate of the Ministry of Health with a percentage of 52.1% which was dominated by the indicator of fostering confidence with the statement that each employee is able to complete the work at the time set by the organization.

b. Description Of Variable Data Performance Allowance (X2)

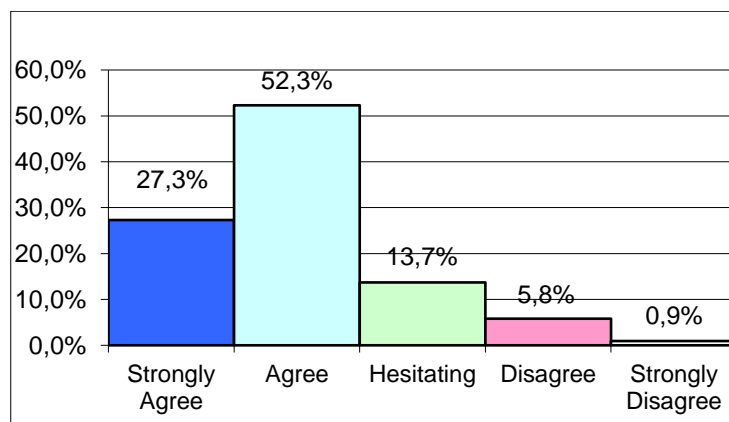


Source: Primary Data Processed

Based on the results of the respondents ' answers above, it can be concluded that the majority of respondents included in the category agree. This means that the majority of respondents agreed to the provision of performance benefits Inspectorate of the Ministry of Health with a percentage of 55.8% which is dominated by cost indicators with a statement of performance benefits received I was fair and performance benefits obtained by me based on performance appraisal by the leadership.

c. Description Of Variable Data Employee Productivity (Y)

Figure 4
Frequency Of Respondent Statements
Variable Employee Productivity (Y)



Source: Primary Data Processed

Based on the results of the respondents' answers above, it can be concluded that the majority of respondents included in the category agree. This means that the majority of respondents agree with the work productivity of employees in the Inspectorate of the Ministry of Health by 52.3% which is dominated by indicators of quality of work and punctuality that employees never complain and feel heavy on the burden of their responsibilities and work hard to complete the work in order to be on time.

Discussion

Based on the hypothesis proposed the effect of supervision and performance benefits on employee productivity at the Inspectorate of the Ministry of Health, it is necessary to discuss the existence of each variable.

Based on the results of the study, the supervision variable has a positive and significant effect with a correlation coefficient of 0.760 while the coefficient of determination (r^2) of 0.578, meaning that the supervision variable contributes 58% in explaining the employee productivity variable.

As for the variable performance allowance (X_2) has a positive and significant effect on employee productivity, namely with a correlation coefficient of 0.745. While the value of the coefficient of determination (r^2) is 0.554, which means that the variable performance benefits contribute 55% in explaining employee productivity.

From the results of simultaneous analysis, it shows that supervision and performance benefits have a positive and significant effect on employee productivity. This level of supervision directly affects employee productivity, has been significantly proven from the results of research partially and simultaneously it is known that employee productivity at the Inspectorate of the Ministry of Health can be determined by factors of supervision and performance benefits that is seen the contribution of the resulting influence (R^2) of 63%, and the remaining 37% is determined by other factors outside this research model.

Based on the above, the variables of supervision and performance benefits to employee productivity indicate that the magnitude of the influence of variables quantitatively can be explained as follows :

- For the effect of variable X_1 (supervision) to Y (employee productivity) needs to be analyzed because the author supervision is a process of monitoring, examination and evaluation carried out in an efficient and effective by the leadership of the unit/Organization of work on the function of all components to realize the results of continuous work to the maximum in a better direction.
- For the effect of variable X_2 (performance benefits) to Y (employee productivity) needs to be analyzed because the author of performance benefits is a means of motivation to mobilize employees to work harder to contribute to the achievement of organizational goals with the motivation to get goods or money outside of salary with consideration for the results of work done by looking at the performance of the work itself.
- For the effect of variables X_1 (supervision) and X_2 (performance benefits) together on variable Y (employee productivity) need to be analyzed because the author of employee productivity is a measure of what is obtained

from what is needed and the ability to produce goods and services from various resources or factors of production used to improve the quality and quantity of work produced in an organization.

By identifying supervision and performance benefits, it will have an impact on employee productivity. Based on the above thoughts, according to the researchers, the hypothesis states that supervision and performance benefits have a strong influence on the productivity of employees at the Inspectorate of the Ministry of Health .

The magnitude of the influence of the two independent variables with the dependent variable also shows the reality of how to implement and improve the productivity of optimal employee work, this fact has been answered by the supervision and performance benefits.

In practical terms, both variables work together, which means that in the process, supervision and performance benefits can be variables or factors that determine whether the employee's work productivity is high or low. If supervision is high and performance benefits are good, then by itself employee productivity will increase.

4. CONCLUSION

Conclusions from the results of this study are as follows:

1. Based on the results of the hypothesis test obtained the amount of influence of 58% while the remaining 42% influenced by other factors. Then significant Test (t test) of 9.851. That the first hypothesis is accepted (Ha1) means that there is a positive and significant influence between the supervision of employee work productivity in the Inspectorate of the Ministry of Health.
2. Based on the results of hypothesis testing obtained the amount of influence of 55% while the remaining 45% is influenced by other factors. Then the significant Test (t test) of 9.396. That the second hypothesis is accepted (Ha2) means that there is a positive and significant influence between performance benefits on employee productivity at the Inspectorate of the Ministry of Health.
3. Based on the hypothesis test results obtained the amount of influence of 63% while the remaining 37% influenced by other factors. Then significant Test (Test F) of 60.553. That the third hypothesis is accepted (Ha3) means that there is a positive and significant influence between supervision and performance benefits together on employee productivity at the Inspectorate of the Ministry of Health.

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