

THE EFFECT OF SUPERVISION AND EMPLOYEES DEVELOPMENT ON WORK EFFECTIVENESS IN THE DPRD SECRETARIAT OF THE NORTH SUMATERA PROVINCE

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ABSTRACT

This study aims to determine the effect of employee development and supervision on the work effectiveness of employees of the DPRD Secretariat of North Sumatra Province. The method of data analysis is used quantitative descriptive method. Testing the hypothesis by using multiple linear regression analysis. Data analysis method using SPSS 20.0 for Windows. The data used are primary and secondary data. In this study, the population is all 30 North Sumatra Provincial DPRD Secretariat employees. Based on the results of the simultaneous significance test (F-Test), it shows that there is an influence of employee development (X1) and supervision (X2) on increasing employee work effectiveness (Y) at the North Sumatra Provincial DPRD Secretariat as evidenced by $F_{test} > F_{table}$ $10,570 > 3,34$ or the significance value $< \alpha$ that is $0,000 < 0,05$. Based on the results of the partial significance test (t-test) stating that employee development (X1) partially has a significant effect on work effectiveness (Y) as evidenced by the $t_{test} > t_{table}$ which is $3.225 > 2,05183$ or the significance value $< \alpha$ that is $0.003 < 0.05$. The test results of the supervision variable (X2) partially also show a significant effect on work effectiveness (Y) as evidenced by the value of $t_{test} > t_{table}$ which is $3.578 > 2,05183$ or the significance value $< \alpha$ that is $0.001 < 0.05$. Based on the results of testing the coefficient of determination the value of R-Square obtained is 0.398. This shows that around 39.8% of Y (work effectiveness) variables can be explained by employee development (X1) and supervision (X2) variables, while the remaining 60.2% are influenced by other variables not examined in this study.

Keywords: Supervision, Employee Development, Work Effectiveness

I. PRELIMINARY

A. Background

The Regional People's Representative Council (DPRD) is a regional legislative body that is a partner of the regional government. The position of the DPRD in politics in implementing regional government is an element of implementation of the principle of decentralization. In the context of carrying out activities, the DPRD is inseparable from the Secretariat of the Regional People's Legislative Assembly as an element of staff assisting the leadership of the Regional People's Representative Council in carrying out its duties and obligations.

The phenomenon that occurs in the Secretariat of the Regional People's Representative Council is the low effectiveness of employee work. This can be seen from the low level of completion of work / work that is not completed according to the target or time specified, there are still many employees who do not understand the work that is their responsibility even the employee does not carry out his duties, undisciplined when entering work and returning home, at during working hours there are still those who look relaxed or even not in place, lack of good cooperation between units with other units, lack of communication between leaders and staff, lack of job satisfaction for employees to use and procure office equipment that can support their work.

All of these problems were allegedly due to lack of supervision carried out by the leadership of their employees so that the work provided was not completed on time. The supervision carried out consistently on the work of the North Sumatra Provincial DPRD Secretariat employees will have an impact on the creation of employees who can carry out their duties in accordance with the portion of their abilities and expertise and ultimately can achieve work effectiveness in accordance with the objectives of the community.

Effectiveness can be interpreted as the level of ability of an organization in carrying out its main tasks to achieve goals (Moenir, 2013). The effectiveness of the work of an institution depends on the good and bad development of its human resources. Therefore, to improve the work capacity of employees must be through the development of human resources. Human resource development is every effort to improve the implementation of current and future work by providing information that can influence attitudes or increase the skills of an employee. Employee development is often also interpreted as an effort to improve skills and general knowledge for employees to achieve goals more effectively. In this case it can be done through the process of education, training and promotion as needed so that employees will have job competency. Employee development which ultimately makes changes to the employee allows the person to work more effectively.

Supervision and development of employees towards work effectiveness is very important for the Secretariat of the Regional Representative Council of North Sumatra Province in order to provide the best service to the community. Based on the background of these problems, the authors are interested in conducting research with the title "The Influence of Employee Supervision and Development on Work Effectiveness in the DPRD Secretariat of North Sumatra Province".

B. Identification of Problems

Based on the background described earlier, the researcher identified the problem as follows:

1. Lack of supervision by the leadership results in employee work effectiveness being low.
2. Employee development carried out by the leadership is still not optimal so that it affects the low work effectiveness of employees.
3. Supervision and development of employees that are applied together affect the low effectiveness of employee work.

C. Formulation of The Problems

Based on the identification of the problems above, the formulation of the problems that can be taken in this study are as follows:

1. What is the effect of partial supervision on the effectiveness of employee work at the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province?
2. What is the effect of partial employee development on the effectiveness of employee work at the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province?
3. How does the simultaneous supervision and development of employees influence the work effectiveness of employees in the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province?

D. Research Purposes

Based on the formulation of the problem above, the purpose of this study are as follows:

1. To test and analyze the influence of supervision on employee work effectiveness at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.
2. To test and analyze the influence of employee development on employee work effectiveness at the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province.
3. To test and analyze the influence of supervision and development of employees on the effectiveness of employee work at the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province.

II. THEORETICAL FOUNDATION

A. Supervision

According to Rivai (2014) supervision is the process of monitoring, evaluating and reporting plans for achieving goals set for collective purposes for further improvement. Whereas according to George R. Terry (2009) supervision is a process of determining what must be achieved, namely standards, what is being done, namely implementation, assessing implementation and if necessary make improvements, so that implementation is in accordance with the plan that is in line with standards. In addition, according to Susilo (2003) supervision is an effort to check whether everything happens in accordance with a predetermined plan, orders issued, and the principles adopted are also intended to find out weaknesses and mistakes so that mistakes can be avoided.

The types of supervision according to Dessler (2011), there are two types, namely direct and indirect supervision, they are :

1. Direct supervision is the supervision carried out by the leader towards his subordinates, this supervision is usually in the form of direct inspection and on-site observation, so that leakage and irregularities can be avoided in working and will be effective and can produce good work effectiveness,
2. Indirect supervision is the supervision carried out by the leadership of his subordinates from afar in the form of reports that have been submitted by his subordinates, this report can be written and oral.

According to Sastrohadiwiryo (2011) the importance of the implementation of supervision is:

1. Supervision is carried out to ensure that work is carried out safely, and follow according to the process and instructions on the work specified in planning,
2. Everyone is monitored according to their level of ability with the level of risk,
3. Supervisors are included in reporting and investigating the implementation of work and making reports, targets to the management,
4. Supervisors participating in identifying work irregularities.

The purpose of supervision is that the process of implementing activities is carried out in accordance with the provisions of the plan, carrying out corrective actions if there are deviations, and so that the objectives produced are in accordance with the plan (Malayu, 2013).

Meanwhile, the factors that influence supervision are 1) changes in the organizational environment. Through the supervisory function, managers detect changes that affect the organization's goods and services, so they are able to face challenges or take advantage of the opportunities created by the changes that occur, 2) increase the complexity of the organization. The larger the organization, the more formal and careful supervision is needed. Various types of products must be monitored to ensure that quality and profitability are maintained, retail sales at dealers need to be properly analyzed and recorded, 3) Errors. Surveillance systems allow managers to detect errors that exist before becoming critical, 4) the need for managers to delegate authority. When the manager delegates authority to his subordinates, the responsibility of the boss itself does not diminish. The only way managers can determine whether subordinates have done the tasks that have been delegated to him is by implementing a monitoring system (Handoko, 2010).

B. Employee Development

According to Prabu (2011) states that employee development is an effort to improve the technical, theoretical, conceptual and moral capabilities of employees in accordance with the needs of work / position through education and training. Employee development is any effort to improve the implementation of current and future work by providing information, influencing attitudes or increasing skills (Moekijat, 2004). Furthermore, Sedarmayanti (2009) states that employee development is an effort to reduce or eliminate the gap between the ability of employees and the desired organization. From the opinion of the experts above, it can be concluded that employee development is every effort to improve technical, theoretical, conceptual and employee morale in accordance with the needs of the position or job by providing teaching in the addition of knowledge, skills and attitude changes.

The purpose of employee development is to improve the work effectiveness of employees in achieving the determined work results (Ranupandoyo, 2005). Employee development objectives are essentially related to things such as: 1) work productivity, namely by developing employees, employee productivity will increase due to better technical skills, human skills and managerial skills, 2) services, namely development aims to improve services more good than before because good work is a very important attraction for the office concerned, 3) moral, that is by developing employee

morale employees will be better because of the skills and skills in accordance with their work, 4) leadership, namely by developing leadership employees a leader will better, the motivation is more directed so that the development of vertical and horizontal cooperation is increasingly harmonious (Malayu, 2013). Thus, the goal of employee development is to improve employee performance, increase knowledge and skills and increase the sense of responsibility in order to work effectively and efficiently in improving work effectiveness in accordance with the organization's vision and mission.

The steps that can be taken by an organization in order to develop employees are by training and non-training. Training paths for example are in the form of seminars, workshops and education and training. For example, non-education and training pathways can be in the form of promotions, bonuses, incentives, reprimands, penalties and others (Sinungan, 2013).

C. Work Effectiveness

Effectiveness is the result of making a decision that directs to do something right, which helps fulfill a company's mission or achievement of goals (Widjaya, 2003: 32). Furthermore, Komaruddin (2002: 45) mentions effectiveness is the condition or the ability of the success of a work done by humans to provide the intended use. To see work effectiveness in general, four types of considerations are used, namely economic, physiological, psychological and social considerations. Whereas Sarwoto (2005) termed effectiveness effectively, which is service that has good style and quality that is really in accordance with the needs in achieving organizational goals.

Based on the understanding of the experts above, it can be concluded that effectiveness is a condition that shows the success of the work specified. Work effectiveness is the completion of the work on time that has been determined, meaning that the implementation of a task is marked good or not, very much depends on the completion of the task how to implement it, and how much it costs for it. According to Campel quoted by Steers (2001: 45) to measure work effectiveness there are several variables that can be used, namely preparedness, morale, job satisfaction, motivation, workload that is appropriate and the completion of tasks on time.

III. RESEARCH METHODS

This research is associative in nature because it wants to see the effect of supervision and employee development variables on employee work effectiveness. And the results of associative research function to explain, predict and control a symptom (Sugiyono, 2012). The object of this research is the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province. The study was conducted from October to December 2018.

According to Arikunto (2013: 90) "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn." The population in this study were all employees of the Regional People's Representative Council (DPRD) Secretariat North Sumatra Province as many as 30 people. The sample is part of the number and characteristics possessed by the population (Arikunto, 2013). Given the small population, the authors use saturated samples, which is to use all existing populations.

The data used in this study are sourced from primary data, namely data obtained from the Secretariat of the Regional Representatives Council (DPRD) of North Sumatra Province. In addition to primary data, secondary data is also used which is sourced from interviews, books, literature, journals and other sources.

To find out the level change of the dependent variable, which is work effectiveness caused by a change in the independent variables in this study, namely supervision and employee development, this study uses a multiple regression analysis model in the form of logarithms. In processing data used SPSS 20 analysis tools (*Statistical Product and Service Solution*) for Windows. The model used is the Cobb-Douglas production function, in general it can be described as follows (Sugiyono, 2014):

$$Y = b X_1^{b_1} X_2^{b_2} X_3^{b_3} \dots\dots\dots(1)$$

For the next calculation, the function (1) is then changed in the form of a linear logarithm, so that the mathematical equation becomes:

$$\ln Y = \ln b_0 + b_1 \ln X_1 + b_2 \ln X_2 + b_3 \ln X_3 + e \dots\dots\dots(2)$$

Where :

Y	= Employee Work Effectiveness
b ₀	= Intercept
b ₁ , b ₂ , b ₃	= Regression Coefficient
X ₁	= Supervision
X ₂	= Employee development
e	= Error

Before conducting multiple linear regression analysis it is necessary to do the classic assumption test, to find out the estimation results carried out free from the symptoms of multicollinearity, autocorrelation and heterocedasticity. To test the effect of independent variables simultaneously or simultaneously on the dependent variable contained in the model, the F test is used. To determine the effect of partial independent variables on the dependent variable assuming other independent variables are considered constant, the t test is used.

IV. RESULTS AND DISCUSSIONS

Based on data processing, the results of the validity test show the value of the corrected item total correlation (r_{count}) of all statements $> r_{table}$ value (0.296). A variable is said to be valid if it gives a calculated value $r_{hitung} > r_{table}$ (Sugiyono, 2014). Thus all statements in the questionnaire are declared valid. For reliability testing of the three variables used, namely supervision, employee development and employee work effectiveness showed reliable results, because the Cronbach Alpha value was 0.904 $>$ 0.80. A variable is said to be reliable if it gives a Cronbach Alpha value of $>$ 0.80 (Arikunto, 2013).

Then after the data is declared valid and reliable, the data is processed through the classic assumption test. The first test is done by normality test which aims to test whether in the regression model, the disturbing or residual variables are normally distributed. After being processed through SPSS version 20, it can be seen that the histogram image that is in the form of a bell, does not deviate left or right. This shows that the data are normally distributed and meet the assumptions of normality. In addition, the Normal P-P Plot of Standardized Regression Residual shows data (points) spread around the diagonal line and follows the direction of the diagonal line so that the data is normally distributed.

Furthermore, a multicollinearity test was conducted which aims to test whether the regression model found a correlation between independent variables. If a correlation occurs, then there is the problem of multicollinearity. The test results state that there are no symptoms of multicollinearity between independent variables. This can be seen from the tolerance value and VIF value, the calculation results show that the tolerance value is equal to 0.990 with a VIF value of 1.010, so that the value is in accordance with the decision-making criteria where the tolerance value is > 0.1 and the VIF value is < 10 . others do not occur multicollinearity in the regression model used.

Based on heteroscedasticity test data in this study by observing the patterns found on Scatterplots, the results can be seen that the points spread randomly and spread above and below the number 0 on the Y axis. This can be concluded that there is no heteroscedasticity in regression model.

A. Results of Data Analysis

The test tool used to analyze the hypothesis in this study is to use multiple linear regression analysis to test the supervision free variable (X1) and employee development (X2) on the employee work effectiveness dependent variable (Y). The coefficient table produces multiple linear regression output which can be seen in table 1 below:

Table 1. Multiple Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.106	6.626		3.789	.001
	Supervision	.356	.379	.518	3.578	.001
	Employee Development	.804	.249	.467	3.225	.003

a. Dependent Variable: Work Effectiveness

Source : Processing Data By SPSS

Based on the results of processing data in table 1, the Unstandardized Coefficients section B obtained multiple linear regression equations, namely as follows:

$$Y = 25.106 + 0.356X1 + 0.804X2 + e$$

Based on these equations can be explained as follows:

1. Constant (a) = 25,106. This means that even though the independent variable (X1) is supervision and variable (X2), namely employee development is worth 0, then employee work effectiveness (Y) is fixed at 25.106.
2. The coefficient of X1 (b1) = 0.356. Control variables on employee work effectiveness with a regression coefficient of 0.356. This means that every increase in the supervisory variable is 1 unit, then the work effectiveness of employees (Y) will increase by 0.356.

- Coefficient of X2 (b2) = 0.804. Employee development variables on employee work effectiveness with a regression coefficient of 0.804. This means that every time there is an increase in the variable of employee development by 1 unit, then the work effectiveness of employees (Y) will increase by 0.804.

B. Partial Hypothesis Testing (t-Test)

The t-test was conducted to partially examine the influence of supervision and development of employees on the effectiveness of employee work at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province. Based on the table above, it can be explained as follows:

- The t-count value of the supervision variable (X1) is greater than the value of t-table which is equal to $3.578 > 2.0518$ and significant at 0.001 ($0.001 < 0.05$). Thus the hypothesis H0 is rejected and H1 is accepted. This means that supervision has a positive and significant effect on employee work effectiveness at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.
- The t-count value of the employee development variable (X2) is greater than the t-table value which is equal to $3.225 > 2.0518$ and significant at 0.003 ($0.003 < 0.05$). Thus the hypothesis H0 is rejected and H1 is accepted. This means that employee development has a positive and significant effect on employee work effectiveness at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.

C. Hypothesis Testing Simultaneously (F-Test)

Simultaneous hypothesis testing is carried out to see together the influence or positive and significant relationship of independent variables (X1 and X2) in the form of the influence of supervision and development of employees on the work effectiveness of employees at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.

Table 2. Simultaneous Test Results (F-Test)
ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	549.734	2	274.867	10.570	.000 ^a
	Residual	702.133	27	26.005		
	Total	1251.867	29			

a. Predictors: (Constant), Supervision, Employee Development

b. Dependent Variable: Work Effectiveness

Source : Processing Data By SPSS

Based on table 2, it can be seen that the value of F-count $>$ F-table ($10,570 > 3,34$) which means that the hypothesis H0 is rejected and H1 is accepted with a significance of $0,000 < 0,05$, it can be concluded that the independent variables (X1 and X2) are supervisory variables and simultaneous employee development has a positive and significant effect on employee work effectiveness at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.

D. Coefficient of Determination Hypothesis (R^2)

Testing the coefficient of determination (R^2) aims to determine how much the ability of independent variables to explain the dependent variable. In the SPSS output, the coefficient of determination is in the Summary Model table and written in Adjusted R Square.

**Table 3. Results of Coefficient Determination Testing (R^2)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.663 ^a	.439	.398	5.100	2.085

- a. Predictors: (Constant), Supervision, Employee Development
b. Dependent Variable : Work Effectiveness

Source : Processing Data By SPSS

From table 3, shows the adjusted R Square value of 0.398, which means that 39.8% of the work effectiveness of employees in the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province can be explained by supervision and development of employees, while the remaining 60.2% is explained by other variables not examined in this study.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

1. The partial test results (t-test) show that the supervision and development of each employee has a positive and significant effect on the effectiveness of the work of employees at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.
2. Simultaneous testing results (F-test) show that both supervision and development of employees together have a positive and significant effect on the effectiveness of employee work at the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province.
3. The results of the determination test (R^2) show that supervision and employee development are able to explain 39.8% of the work effectiveness of employees at the Secretariat of the Regional Representatives Council (DPRD) of North Sumatra Province, while the remaining 60.2% can be explained by factors are not included in this research.

B. Suggestions

1. The importance of continuously increasing supervision for the ranks of the Secretariat of the Regional Representative Council (DPRD) of North Sumatra Province in achieving the objectives to be achieved, so that the Secretariat of the Regional Representatives Council (DPRD) of North Sumatra Province provides administrative services that support the performance of DPRD members more oriented to effective work results and not rigidly oriented to rules and procedures.
2. The importance of improving the quality of human resources in this case the development of employees in the Secretariat of the Regional Representatives Council (DPRD) of North Sumatra Province to be more professional in responding them to anticipate any changes in regulation and technology. Increased resources include the ability and competence of employees in order

to deal with very rapid technological progress and provide fast and efficient services.

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