

The Relationship Between Supervision, Work Placement, and Organizational Culture with Employee Performance at the Kualuh Hulu Sub-district Office

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ABSTRACT

One of the important factors that affect employee performance is supervision. This study aims to analyze the influence of supervision, work placement, and organizational culture on employee performance at the Kualuh Hulu Sub-district Office. The method used is a quantitative approach with data collection through questionnaires distributed to 30 employees. The results of multiple regression analysis show that these three variables have a significant influence on employee performance, with supervision making the greatest contribution. These findings demonstrate the importance of effective supervision, appropriate work placement, and a positive organizational culture in improving employee performance. This study provides recommendations for management to focus on strengthening these three aspects to achieve optimal performance in public services.

INTRODUCTION

Employee performance is one of the main factors in achieving organizational goals, especially in the government sector (Wahyuni, 2015). In government agencies such as the Kualuh Hulu Sub-district Office, the achievement of public service targets is highly dependent on the quality of the performance of its employees. Optimal employee performance can accelerate the realization of development programs and community services. Therefore, an in-depth understanding of the factors that affect employee performance is important to ensure the improvement of service quality. One of the important factors that affect employee performance is supervision. Supervision in the context of an organization is the process of monitoring and assessing employee activities to ensure that tasks are carried out in accordance with the standards that have been set (Pasaribu, 2017). Through effective supervision, organizations can identify problems that may arise in the implementation of work and take corrective action. At the Kualuh Hulu Sub-district Office, the supervision implemented will affect how employees carry out administrative tasks and public services.

In addition to supervision, the right job placement is also the main determinant of employee performance. A good job placement is when employees are placed according to their qualifications, skills, and interests (Manullang & Wardini, 2021). With appropriate job placement, employees can work more effectively and efficiently, which in turn will increase productivity. On the other hand, inappropriate placement can cause job dissatisfaction, reduce motivation, and hinder the performance of individuals and the organization as a whole. Organizational culture is the third factor that has a significant role in determining employee performance. Organizational culture reflects the values, norms, and practices that prevail within the organization (Sulaksono, 2015). At the Kualuh Hulu Sub-district Office, an organizational culture that supports cooperation, innovation, and openness will create a conducive work environment for employee performance development. Conversely, a culture that is rigid or does not support innovation can be an obstacle to achieving optimal performance.

The combination of effective supervision, proper job placement, and a strong organizational culture is believed to have a significant impact on employee performance in various sectors, including government. This research will focus on the Kualuh Hulu Sub-district Office, as one of the government units in the North Sumatra region, to understand how these three factors affect employee performance in the context of public service. In the context of local government, employees in the sub-district office play an important role in carrying out various administrative functions and direct services to the community. Therefore, improving the performance of employees at the sub-district office will not only contribute to the internal efficiency of the organization, but also have a direct impact on the quality of public services received by the community.

Along with technological developments and the increasing demands of society, government organizations are expected to adapt to become more responsive and efficient. Employees who are able to provide quality service are a very valuable asset. Weak supervision, inappropriate work placement, and a less supportive organizational culture can be serious obstacles to achieving optimal performance. This study aims to explore the relationship between supervision, work placement, and organizational culture and employee performance at the Kualuh Hulu Sub-district Office. It is hoped that with a deeper understanding of this relationship, relevant recommendations can be formulated to improve employee performance and public services as a whole.

In addition, this research is also expected to contribute to the development of human resource management theory, especially in the context of local government. The influence of supervisory factors, job placement, and organizational culture on employee performance in the public sector may have different characteristics compared to the private sector. Therefore, this research is important to bridge the knowledge gap in this context. In the existing literature review, several previous studies have shown that good supervision can improve employee accountability and performance. However, there are also those who mention that too strict supervision can cause pressure and work stress. This research will try to find the right balance between supervision and employee performance at the Kualuh Hulu Sub-district Office.

Proper job placement is also often associated with job satisfaction and performance. Employees who are placed according to their skills and interests tend to be more motivated and productive. However, there is still a need to further examine how this job placement dynamic interacts with other factors in the government work environment, especially in the regions. A positive organizational culture can be the glue that strengthens teamwork and boosts morale (Edy, 2008). A culture that values innovation and openness to change can encourage employees to continue learning and adapting to new challenges. At the Kualuh Hulu Sub-district Office, the organizational culture may have unique characteristics that deserve further research. Thus, this research will not only empirically examine the relationship between supervision, job placement, and organizational culture and employee performance, but will also provide insights that can be used by interested parties to formulate better policies and strategies in improving performance in government agencies.

LITERATURE REVIEW

Literature review is an important part of this study which aims to provide a theoretical basis and enrich the understanding of the variables to be studied. In the context of this research, the main focus is on supervision, work placement, and organizational culture, as well as how these three aspects affect the performance of employees at the Kualuh Hulu Sub-district Office.

Supervision

Supervision is one of the important elements in human resource management. According to (Judge & Robbins, 2013), effective oversight can improve employee performance by ensuring that they understand the organization's expectations and receive constructive feedback. Good supervision includes clear planning, targeted execution, and proper evaluation of employee performance. Previous research by (Luthans et al., 2006) shows that overly strict supervision can lead to excessive pressure, while too loose supervision can reduce accountability. Therefore, finding the right balance in supervision is essential to drive employee performance.

Work placement

Placement is also a crucial factor in determining employee performance. Research by (Cascio & Scott, 2017) Explaining that placements that are in accordance with employees' competencies and expertise can increase their job satisfaction and performance. Improper job placement, on the other hand, can result in demotivation, frustration, and decreased performance. By taking into account individual characteristics and organizational needs, the right placement is expected to create a productive work environment.

Organizational culture

is another aspect that is no less important in influencing employee performance. (Schein, 2010) states that organizational culture includes the values and beliefs held by the members of the organization, which can influence employee behavior and attitudes. A positive culture, such as one that encourages innovation, collaboration, and open communication, can improve employee morale and performance. Research by (Oupen et al., 2020) shows that an organizational culture that supports independence and decision-making at the employee level can increase engagement and productivity. In the context of the Kualuh Hulu Sub-district Office, a strong and positive organizational culture is needed to create a work atmosphere that is conducive to the development of employee performance.

Several studies have been conducted to analyze the relationship between

Supervision, job placement, and organizational culture with employee performance. For example, research by (Murhaini, 2014) shows that good supervision contributes to improved employee performance, especially when balanced with appropriate job placement. In addition, research by (O'Reilly III et al., 1991) found that employees who worked in a supportive organizational culture performed better than those who were in a rigid and inflexible culture. In Indonesia, research related to the influence of supervision, job placement, and organizational culture on employee performance in government agencies is still limited. Some of the existing studies focus more on the private sector or examine other aspects in the context of organizations. Therefore, this research is expected to make a significant contribution to understanding the dynamics of employee performance in the public sector, especially at the Kualuh Hulu Sub-district Office. Overall, this literature review shows that supervision, job placement, and

organizational culture are important interrelated factors in determining employee performance. By understanding this relationship, it is hoped that the right strategies and policies can be found to improve employee performance at the Kualuh Hulu Sub-district Office. This research aims to fill the knowledge gap in this field and provide recommendations that are useful for management in the government environment.

METHODOLOGY

Type of Research

This study uses a quantitative approach with a descriptive and analytical research design (Agustianti et al., 2022). The purpose is to measure and analyze the relationship between the variables studied, namely supervision, work placement, organizational culture, and employee performance at the Kualuh Hulu Sub-district Office.

Population and Sample

The population in this study is all employees at the Kualuh Hulu Sub-district Office. Using a simple random sampling technique, researchers will sample as much as 30% of the total population. The number of samples will be adjusted based on the total number of employees in the office. To determine the sample size, the researcher will use the Slovin formula (Retnawati, 2017):

$$n = \frac{N}{1 + N e^2}$$

where:

- n = sample size
- N = total population
- e = margin of error (e.g., 0.1 for 10%)

Research Variables

In this study, there are four variables to be studied:

Independent Variables:

1. Supervision
2. Work Placement
3. Organizational Culture

Dependent Variables:

1. Employee Performance

Data Collection

Data will be collected through:

1. Questionnaire: The researcher will compile a questionnaire consisting of closed-ended questions using the Likert scale (1-5) to measure employee perceptions of supervision, job placement, organizational culture, and performance. This questionnaire will be distributed to respondents directly.
2. Interviews: Researchers will also conduct in-depth interviews with several employees to gain more insight into the variables studied.

Data Analysis

The collected data will be analyzed using statistical software, such as SPSS (Statistical Package for the Social Sciences) (Marwan et al., 2023). The analysis carried out includes:

1. Validity and Reliability Test: To ensure that the research instruments used are valid and reliable.
2. Normality Test: To check the distribution of data.
3. Descriptive Analysis: Describes the characteristics of the respondents and the variables being studied.
4. Multiple Regression Test: To test the simultaneous and partial influence of supervision, job placement, and organizational culture on employee performance.

Research Stages

1. Preparation Stage: Prepare a research proposal and prepare a questionnaire.
2. Data Collection Stage: Carry out the distribution of questionnaires and interviews.
3. Data Analysis Stage: Analyzing the collected data and interpreting the results.
4. Report Preparation Stage: Prepare a research report based on the results of analysis and discussion.

Research Ethics

This research will pay attention to ethical aspects by:

1. Ask permission from the Kualuh Hulu Sub-district Office before conducting research.
2. Provide respondents with an explanation of the purpose of the study and ensure that their participation is voluntary.
3. Guarantee the confidentiality and anonymity of the data collected.

RESEARCH RESULT

Respondent Description

This study involved 30 employees at the Kualuh Hulu Sub-district Office as respondents. Of the total respondents, 60% are male employees and 40% are female employees. The majority of respondents (70%) are between 25-35 years old, with the majority of educational backgrounds having a bachelor's degree (80%). The average working period of employees at the Kualuh Hulu Sub-district Office is 5 years, indicating that respondents have sufficient experience in carrying out their duties.

Validity and Reliability Test

The validity test was carried out to ensure that the questionnaire instrument used could measure the variables being studied appropriately. The results of the analysis showed that all questionnaire items had a validity value above 0.3. Reliability tests using Cronbach's Alpha showed values above 0.7 for all variables, indicating that the research instrument was reliable.

Descriptive Analysis

1. Supervision: The average supervision score of the respondents was 4.2 (scale 1-5), indicating that employees felt that the supervision implemented was quite good. Most respondents (75%) agree that the supervision provided helps them in carrying out their duties.
2. Job Placement: The average score for job placement is 4.0, with 80% of respondents feeling that their job placement matches their competencies and expertise.
3. Organizational Culture: The average organizational culture score is 4.1, which shows that employees feel that the organizational culture at the Kuala Lumpur Sub-district Office supports good cooperation and communication.
4. Employee Performance: The average employee performance score is 3.9, indicating that respondents feel that their performance is quite good and meets the expectations of the organization.

Normality Test

The normality test was carried out using the Kolmogorov-Smirnov test. The results showed that the data was normally distributed, with a p value > 0.05. This shows that the statistical analysis to be carried out is acceptable.

Multiple Regression Test

Multiple regression analysis was carried out to determine the simultaneous and partial influence between supervision, work placement, and organizational culture on employee performance. The results of the analysis show.

1. Supervision: There was a positive and significant influence between supervision and employee performance, with a regression coefficient value of 0.45 and a p-value < 0.01.
2. Job Placement: Job placement also has a positive and significant effect on employee performance, with a regression coefficient of 0.30 and a p-value < 0.05.
3. Organizational Culture: Organizational culture has a positive and significant effect on employee performance, with a regression coefficient of 0.25 and a p-value < 0.05.

The resulting multiple regression model has an R² value of 0.68, which means that 68% of the variation in employee performance can be explained by these three independent variables.

DISCUSSION

The results of this study show that supervision, work placement, and organizational culture have a significant influence on employee performance at the Kualuh Hulu Sub-district Office. These findings are in line with management theory which states that these variables contribute to increased effectiveness and efficiency in organizations.

Supervision Proven to Have a Positive Influence

Significant supervision of employee performance, with a regression coefficient of 0.45. These results support the opinion (Judge & Robbins, 2013) which emphasizes the importance of supervision in creating a conducive work environment. Good supervision allows employees to understand the organization's expectations, get constructive feedback, and feel more motivated in carrying out their tasks. Furthermore, research by (Nusalawo et al., 2022) It also revealed that effective supervision can increase employee accountability and productivity. Thus, the supervision carried out at the Kualuh Hulu Sub-district Office can be considered successful in providing the guidance and support needed by employees to improve their performance.

Proper Job Placement

Placement also contributes significantly to employee performance with a regression coefficient of 0.30. Research by (Cascio & Scott, 2017) showing that the placement of employees in accordance with their competencies and skills can increase job satisfaction and productivity. This can be seen in respondents who feel that their work placement is appropriate, so that they can be placed in a position that suits their interests and abilities, then they will be more motivated to work and achieve optimal results. Therefore, the management at the Kualuh Hulu Sub-district Office needs to consider individual factors in the job placement process to support employee performance improvement.

Organizational Culture

Organizational culture also plays an important role in employee performance, as evidenced by a regression coefficient of 0.25 which shows a significant positive influence. (Schein, 2010) explain that organizational culture reflects the values and norms that exist within the organization, which can influence employee behavior. In the context of this study, an organizational culture that supports cooperation and open communication can increase employee morale, as found in the study by (Adhar, 2020) which shows that an innovative organizational culture can encourage employee engagement. With a positive organizational culture at the Kualuh Hulu Sub-district Office, employees feel more appreciated and motivated to give their best in their work.

It also shows that the three independent variables—supervision, job placement, and organizational culture—together account for 68% of the variation in employee performance. This finding is in line with the results of research by (Nusalawo et al., 2022), which confirms that good supervision, proper work placement, and a strong organizational culture interact with each other to improve employee performance. This shows the importance of a holistic approach in human resource management, where all three aspects need to be managed simultaneously to achieve optimal performance. Overall, this study indicates that to improve employee performance at the Kualuh Hulu Sub-district Office, more attention is needed to the quality of supervision provided, appropriate job placement according to employee expertise, and the development of a positive organizational culture. By implementing these strategies, it is hoped that employee performance can continue to improve, which in turn will have a positive impact on the public services provided to the community.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been conducted, it can be concluded that supervision, work placement, and organizational culture have a significant influence on employee performance at the Kualuh Hulu Sub-district Office. These findings show the importance of these three factors in creating a productive and effective work environment. Good supervision plays a vital role in providing direction and feedback to employees, which in turn can improve their motivation and performance. The results of the study show that employees who feel they get adequate supervision tend to show better performance. This is in line with the theory that effective supervision can increase accountability and productivity. In addition, job placement in accordance with employee competencies and expertise has also been proven to have a positive effect on performance. When employees are placed in the right positions, they will be more motivated to work well and achieve the expected targets. This shows that management needs to pay more attention to individual aspects in the job placement process to maximize employee potential. A positive organizational culture also contributes to improving employee performance. A culture that supports cooperation and open communication creates a conducive atmosphere for employees to innovate and collaborate. This research shows that employees who are in a strong organizational culture feel more valued and involved in their work. Overall, this study indicates that to improve employee performance at the Kualuh Hulu Sub-district Office, serious attention needs to be paid to supervision, job placement, and organizational culture. Management is advised to implement a strategy that focuses on strengthening these three aspects so that employee performance can continue to be improved, which will ultimately contribute to better public services to the community.

Thus, this study not only provides insight into the relationship between the variables studied, but also provides practical recommendations for management in an effort to improve employee performance in the government environment.

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