

THE INFLUENCE OF SUPERVISION AND EMPLOYEE COMPETENCE ON THE PERFORMANCE OF THE SAFETY DEVELOPMENT SECTOR OF THE SOUTH TANGERANG CITY TRANSPORTATION OFFICE

Anggario Gilang Pratama

Program Pascasarjana, Universitas Satyagama, Jakarta

Email:

Abstract:

This research aims to analyze the influence of supervision and employee competency together on employee performance in the Safety Development Sector of the South Tangerang City Transportation Service. The hypotheses tested are: (1) There is an influence of supervision on employee performance in the Safety Development Sector of the South Tangerang City Transportation Service. (2) There is an influence of employee competency on employee performance in the Safety Development Sector of the South Tangerang City Transportation Service. (3) There is a joint influence of employee supervision and competence on employee performance in the Safety Development Sector of the South Tangerang City Transportation Service. This research includes explanatory research, associative research and quantitative analysis with a survey approach. In this research, the sampling technique used is Simple Random Sampling, where this method is used if members of the population are considered homogeneous because the sample is representative or the sample is taken randomly. The sample in this study consisted of 72 respondents. The data analysis technique uses the correlation coefficient analysis method, coefficient of determination analysis, partial significance test (t test), simultaneous significance test (F test), and simple and multiple regression analysis. From the research results, the following conclusions were obtained: First, supervision has a strong and significant influence on employee performance with a correlation coefficient value of 0.722 and a coefficient of determination (r^2) value of 0.521, meaning that the supervision variable contributes 52.1% to the employee performance variable.

Keywords: *Supervision, Employee Competency, Employee Performance*

INTRODUCTION

Man in his life never lives alone, but man always groups with each other because man cannot meet his own needs. Most human needs can only be met through the help of others. Human thinking says that the help of others will be easier to obtain when an individual enters an organization. A person joins a community organization usually based on several interests, such

as economic, social, and political interests. While for the organization itself in an effort to achieve its goals, it really requires the participation of individuals who are members of the organization.

Organizational activities will not run without the involvement of human elements in it. The controlling element is in humans, so that in the end compared to other factors, humans are the element that most determines the success or failure of an organization in carrying out its various activities in order to achieve organizational goals and various objectives.

The achievement of the goals of an organization does not only depend on modern equipment, complete facilities and infrastructure, but rather depends more on the people who carry out the work. Therefore, in the organizational environment, qualified employees are employees who can carry out their work and are able to provide good work results or have high performance needed by the organization to achieve goals and high production results (Herawati et al., 2016).

Employees can carry out their duties optimally, among others, determined by qualified employee competence, motivation that encourages employees to work diligently, and discipline applied so that organizational goals can be achieved under direction and leadership that can create a conducive atmosphere for the organization's work environment.

The high work output of employees is the performance achieved by these employees at a certain level. Employee performance is not a coincidence, but many factors influence it including competence, motivation and discipline enforced. Performance will be achieved if it is preceded by actions, namely carrying out the tasks charged. In government agencies, employee performance appraisal is regulated in Government Regulation Number 30 of 2019 concerning Performance Appraisal of Civil Servants.

According to the Government Regulation, the Performance Appraisal of Civil Servants aims to ensure the objectivity of civil servant development based on the achievement system and career system. The assessment is carried out based on performance planning at the individual level and the unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of civil servants. Performance appraisal of civil servants is carried out based on the principles of: objective; Measurable; Accountable; Participatory; and transparent.

Every employee is not necessarily willing to exert his performance optimally, so there is still a need for encouragement so that someone wants to use all his potential to work. This motivation is commonly called motivation, one of which is done through supervision of employees at work (Saota, 2022). So that supervision will encourage an employee to carry out an activity to achieve his goals. On the other hand, supervision of employees can be used as an encouragement so that someone wants to use all his abilities to work. An employee will exert all his ability to carry out the work, if by carrying out the work the employee can encourage to carry out the duties assigned to him.

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Supervision alone is not enough to guarantee that an employee can achieve optimal performance levels. There needs to be an increase in competence in each employee in assisting these employees during the work activity process. The high competence of an employee is expected to shape him into a person who has a directed mindset, attitude and insight so that the employee will work well and support the tasks that must be completed to achieve the vision and mission of the organization that has been set. Competence plays an important role in productivity, both organizational productivity and employee work productivity itself.

So it can be said that employee supervision and competence together can affect employee performance in the organization. If an organization wants high performance from its employees, inevitably the organization must pay attention to the problem of supervision and employee competence (Lubis, 1985). Furthermore, it will be seen how important it is to pay more serious attention to employees, in order to realize employees in an organization more effectively, efficiently, cleanly and professionally and with productive results.

The South Tangerang City Transportation Office is a regional apparatus that organizes government affairs in the field of transportation. The South Tangerang City Transportation Office carries out the functions of fostering, leading, facilitating, organizing, supervising, evaluating, and controlling the duties and functions of the Office and coordinating activities. The duties and functions of the South Tangerang City Transportation Office are regulated in South Tangerang Mayor Regulation Number 33 of 2022 concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Transportation Office. In carrying out its duties and functions, the South Tangerang City Transportation Office needs to improve the supervision and competence of its employees in order to achieve maximum employee performance.

But in reality not all employees have high performance. This is shown by the presence of employees who lack discipline in obeying the rules that have been set, such as there are still employees who are late entering the office, leaving the office prematurely, leaving the office during working hours or even not showing up to the office for various reasons. The rules for working hours and commuting hours that have been determined are still ignored by a few employees. In addition, there are still employees who carry out activities outside of work such as chatting with other employees who are not related to work during working hours, while these employees have work that must be completed immediately, so that work becomes neglected.

Problems regarding performance are inseparable from the supervision carried out by the leadership and the level of awareness of employees to always be disciplined in every work activity. At the South Tangerang City Transportation Office, supervision carried out by the leadership on employees has not been effective. This can be seen from the fact that there are still employees who are not punctual and do not obey the rules, on the other hand the leader rarely checks the results of work thoroughly, the leader has not made observations in each part of the work, and the leader has not carried out routine supervision of the work done by employees.

The problem of lack of supervision carried out by the leadership must be immediately traced and followed up to overcome it. This is important because low work discipline can result in a decrease in employee performance, which can further have a greater impact on the decline in overall organizational performance. Work supervision is very necessary in the implementation of ongoing organizational activities in order to be achieved in accordance with the objectives so as to improve the performance of its employees.

This is in line with the opinion expressed by Bangun (2016), which states that supervision is a process to assess the suitability of the work of organizational members in various fields and various levels of management with predetermined programs. The work that the members produce according to what has been planned in advance means that the goals of the organization are achieved (Atmodiwirio, 2000).

Furthermore, Mangkunegara (2019), stated that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From this description, it can be concluded that in practice supervision in every field of work or activity requires one procedure, method, technique of supervision effectively and efficiently. Efforts to realize this, it can create supportive working conditions and climates and create supervision as a natural process in an organization. With good supervision, the planned goals will be achieved effectively and efficiently. Furthermore, supervision will also provide an increase in employee performance.

Competence is a fundamental characteristic that a person has that directly affects or can predict excellent performance. This is in line with the opinion of Moehariono (2016), which states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause-and-effect with criteria that are used as reference, effective or perform prime or superior at work or in certain situations.

Then Wibowo (2017), argues that performance is about doing the job. Performance is about what you do and how you do it. Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution (Kuncoro, 2010). From this description, it can be concluded that competence is an inherent characteristic of a person that causes a person to be able to predict his surroundings in a job or situation.

In a healthy and modern organization, work supervision is very important, this is because work supervision is an important aspect that must exist in every organization. As we know that one of the functions of management is controlling or supervision, in other words, in improving good performance, the need for a proper work supervision process which in carrying out work staffing includes the process of observation, monitoring, and determining work standards to ensure that all activities in the organization can be carried out in accordance with what has been planned previously (Julitriarsa & Suprihanto, 2001);(Donny Rommy et al., 2022).

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Thus, to be able to improve employee performance, the implementation of supervision is very necessary. Furthermore, competence is a word used colloquially that refers to a person's ability or capacity to carry out a particular task. The competency approach focuses on what can be done. Competence is a combination of traits, knowledge, skills and behaviors that form the basis for the emergence of the best desired performance (Adawiah, 2020).

Siagian (2017), Suggest that supervision is the process of observing the implementation of all organizational activities to ensure that all work that is being carried out runs in accordance with a predetermined plan. While Rivai (2018), said, competence is proficiency, skill, ability. The basic word itself, namely competent which means capable, capable, skilled. Competency refers to the attributes / characteristics of a person that make him successful in his job. Furthermore, Hasibuan (2017), explained that performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience and sincerity and time.

From the description above, it is clear that employee supervision and competence are closely related to employee performance, where to get employees who have high work competence need to be given continuous training and work skills, so that the achievement of employee performance will be in accordance with organizational expectations.

This study aims to: 1) analyze the effect of supervision on employee performance in the Field of Safety Development of the South Tangerang City Transportation Office. 2) To analyze the effect of employee competence on employee performance in the Field of Safety Development of the South Tangerang City Transportation Office. 3) To analyze the effect of employee competence on employee performance in the Field of Safety Development of the South Tangerang City Transportation Office.

The results of this research are expected to increase the wealth of knowledge and student motivation in the learning process at the Master of Government Science Postgraduate Program at Satyagama University Jakarta. The results of this study are also expected to provide information for leaders in the Field of Safety Development of the South Tangerang City Transportation Office and provide suggestions so that the implementation of supervision and efforts to improve employee competence can be carried out on an ongoing basis in order to achieve maximum employee performance.

RESEARCH METHODS

This research is included in the level of explanation, associative and quantitative analysis with a survey approach. This research is also grouped into associative research with a correlational approach. This study uses a paradigm approach that is associative causality, namely research looking for the level of influence of supervisory variables and employee competence both individually and jointly on employee performance in the Field of Safety Development of the South Tangerang City Transportation Agency (Creswell & Creswell, 2017).

Furthermore, the instrument in this study uses the Likert method, where the Likert method provides a scale value for each alternative answer totaling 5 categories. Thus, the instrument will produce a total score for each member of the sample. All statements that chose alternative answers were scored: 5 (Strongly Agree), 4 (Agree), 3 (Undecided), 2 (Disagree), 1 (Strongly Disagree).

This research requires a research locus, to obtain the data and information needed in the preparation of this thesis, so this research was conducted in the Field of Safety Development of the South Tangerang City Transportation Office. Meanwhile, the research period will take place from September 2023 to December 2023.

The population in this study is all non-civil servant employees in the Field of Safety Development of the South Tangerang City Transportation Office with a total of 260 people. In this study, the number of respondent samples was taken from all non-ASN employees in the Field of Safety Development of the South Tangerang City Transportation Office. So the total employee population is 260 people and the level of precision is set at 10%. In this study, the technique of determining the number of samples using the Simple Random Sampling technique.

In this data collection technique is used in two ways, namely through primary and secondary data collection, with data analysis techniques using instrument tests and analysis requirements tests.

RESULTS AND DISCUSSION

1. Data Description

The results of research on three research variables are presented in the form of score data in the form of respondents' answers to questionnaires on supervisory variables (X1), employee competence (X2), and employee performance. The amount of incoming data will be analyzed from questionnaires distributed to 72 respondents. The data described in this discussion are objective data collected using valid and reliable research instruments.

Furthermore, to better provide an overview of the basis of measurement of each research variable, in this study measurements of research variables were carried out using the *Likert scale* against data that was still in the form of ordinal scales. Through *this Likert scale*, each research variable can be expressed in terms of a specific measure, and what is more important is that the measure can be quantified. On this measurement scale, each response or attitude towards a particular object is given a continuum scale ranging from a score of 1 to a score of 5.

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Table 1
Frequency of Answers of Respondents Supervisory Variable (X1)

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 1	38	25	8	1	0	316	4,39
Statement 2	27	27	11	7	0	290	4,03
Statement 3	21	24	15	2	0	290	4,03
Statement 4	23	33	13	3	0	292	4,06
Statement 5	13	40	16	3	0	279	3,88
Statement 6	18	37	12	5	0	284	3,94
Statement 7	19	33	18	2	0	285	3,96
Statement 8	15	37	13	7	0	276	3,83
Statement 9	15	42	12	3	0	285	3,96
Statement 10	24	33	13	2	0	295	4,10
Statement 11	18	42	8	4	0	290	4,03
Statement 12	19	41	10	2	0	293	4,07
Average Supervisory Variable Score							4,02

Source: data processed, 2023

From the average indicator score on the supervisory variable, it is known that the average variable score is 4.02, where the highest average indicator score is in statement number 1 with an average of 4.39 and the lowest average indicator score is in statement number 8 with an average of 3.83. Based on these data, it can be interpreted that employees in the implementation of activities have been able to utilize existing resources in the organization, but the work output produced sometimes has not been well received by the leadership.

Table 2
Frequency of Respondents' Answers Employee Competency Variable (X2)

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 1	28	27	13	4	0	295	4,10
Statement 2	22	36	10	4	0	292	4,06
Statement 3	26	27	15	4	0	291	4,04
Statement 4	15	38	16	3	0	281	3,90
Statement 5	22	38	11	1	0	297	4,13
Statement 6	30	34	7	1	0	309	4,29
Statement 7	19	34	16	3	0	285	3,96
Statement 8	19	39	9	5	0	288	4,00
Statement 9	31	27	9	5	0	300	4,17
Statement 10	31	33	8	0	0	311	4,32
Statement 11	17	44	9	2	0	292	4,06
Statement 12	15	46	9	2	0	290	4,03
Average Employee Competency Variable Score							4,09

Source: data processed, 2023

From the average indicator score on the employee competency variable, it is known that the average variable score is 4.09, where the highest average indicator score is in statement number 10 with an average of 4.32 and the lowest average indicator score is in statement number 4 with an average of 3.90. Based on these data, it can be interpreted that employees in the implementation of work activities have the skills to adapt to the new work environment, but it still seems that employees are less able to manage the tasks carried out at the same time.

Table 3
Frequency of Respondents' Answers Employee Performance Variable (Y)

Statement	Frequency of Answers					Number of Scores	Average Score
	SS	S	KS	TS	STS		
Statement 1	38	20	12	2	0	310	4,31
Statement 2	26	31	11	4	0	295	4,10
Statement 3	21	41	10	0	0	299	4,15
Statement 4	12	48	9	3	0	285	3,96
Statement 5	18	42	10	2	0	292	4,06
Statement 6	20	43	6	3	0	296	4,11
Statement 7	16	43	9	4	0	287	3,99
Statement 8	14	46	10	2	0	288	4,00
Statement 9	12	46	9	5	0	281	3,90
Statement 10	12	44	13	3	0	281	3,90
Statement 11	18	43	8	3	0	292	4,06
Statement 12	11	50	7	4	0	284	3,94
Average Employee Performance Variable Score							4,04

Source: data processed, 2023

From the average indicator score on the employee performance variable, it is known that the average variable score is 4.04, where the highest average indicator score is in statement number 1 with an average of 4.31 and the lowest average indicator score is in statement number 9 with an average of 3.90. Based on these data, it can be interpreted that employees are able to complete the tasks given well, but it is still seen that some employees use their time for personal problems.

2. Analysis Requirements Testing

Before analyzing the research data, testing the analysis requirements through validity tests, reliability tests, linearity tests, normality tests, multicollinearity tests, autocorrelation tests and heterokedasticity tests will be carried out in stages.

1. Validity Testing

Measurement of the validity of research questionnaire items was carried out by looking at the *Pearson Product Moment correlation coefficient* from 30 trial samples. With a trial sample of 30 people, the product moment correlation table value is = 0.361.

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The validity requirement is $r_{\text{calculated}} > r_{\text{table}}$. If these requirements do not meet the requirements, the questionnaire item should be removed and no longer used in further analysis.

Validity testing was carried out for each question item from supervisory variables (X1), employee competence (X2) and employee performance (Y). Test the validity of this study through measuring the degree of correlation between each question item against each variable.

a. Supervisory Variables (X₁)

Based on the results of data processing, measurement results in the study and after comparing between the validity coefficient ($r_{\text{calculated}}$) and the criterion validity coefficient (criteria = 0.361), the study showed that of the 12 instrument items that met the validity requirements were as many as 12 items or all statement items were considered valid.

b. Employee Competency Variables (X₂)

Based on the results of data processing, measurement results in the study and after comparing between the validity coefficient ($r_{\text{calculated}}$) and the criterion validity coefficient (criteria = 0.361), the study showed that of the 12 instrument items that met the validity requirements were as many as 12 items or all statement items were considered valid. Employee Performance Variable (Y)

Based on the results of data processing, measurement results in the study and after comparing between the validity coefficient ($r_{\text{calculated}}$) and the criterion validity coefficient (criteria = 0.361), the study showed that of the 12 instrument items that met the validity requirements were as many as 12 items or all statement items were considered valid.

2. Reliability Testing

Reliability calculations using the SPSS program version 26, show that the level of reliability of each variable is quite good. For the supervisory variable, *Cronbach's alpha value was 0.628*; for employee competency variables, *Cronbach's alpha value was 0.637* ; and for employee performance variables, *Cronbach's alpha value was 0.696*. Thus the r_{alpha} of all three variables $> r(0,600)$.

3. Classical Assumption Testing

a. Linearity Test

The linearity test is used as a prerequisite in correlation analysis or linear regression. Two variables are said to have a linear relationship if the value of *linearity is less than 0.05 and the value of deviation from linearity is greater than 0.05*. The linearity value of *supervision of employee performance is $0.000 < 0.05$* and deviation from linearity *$0.178 > 0.05$* , so it can be concluded that *the data used can be explained by linear regression quite well*.

The *linearity value of employee competence on employee performance is $0.000 < 0.05$ and deviation from linearity $0.741 > 0.05$, so it can be concluded that the data used can be explained by linear regression quite well.*

b. Normality Test

The normality test is carried out through the *Kolmogorov Smirnov Test* parameter by comparing the value of *Asymp.Sig* with the level of significance or $\alpha = 0.05$.

First, the supervisory variable obtained the Sig value._{count} (0.300) is greater than the Sig value._{criterion} (0.05). Second, for employee competency variables, a Sig value is obtained._{count} (0.238) is greater than the Sig value._{criterion} (0.05). Third, for employee performance variables, a Sig value is obtained._{count} (0.185) is greater than the Sig value._{criterion} (0.05). Based on testing the data in the three variables, it can be concluded that the three variables have normally distributed data.

c. Multicollinearity Test

The multicollinearity test is carried out by looking at the value of *VIF (Inflated Factor Variant)* where if the VIF value < 10 then it can be said that there are no symptoms of multicollinearity or there is no very high linear relationship between independent variables.

The tolerance value of the supervisory variable is 0.529 and the tolerance value of the employee competency variable is 0.529. This means that the *tolerance value* of all independent variables is greater than 0.100. Then the VIF value of the supervisory variable is 1.892 and the VIF value of the employee competency variable is 1.892. This means that the VIF value of all independent variables is less than 10,000. So it can be concluded that there are no symptoms of multicollinearity in the data used.

d. The Automobile

Autocorrelation tests are carried out by looking at Durbin-Watson values, where if Durbin-Watson values are smaller than one or greater than three, the residual or *error* (ϵ) of multiple regression models is not independent or autocorrelation has occurred. Durbin-Watson scored 1.541. The value is in accordance with the criterion where the Durbin-Watson value of 1.541 is greater than 1.000 and smaller than 3.000 so that it can be concluded that no autocorrelation occurs.

e. Heterokedasticity Test

Heteroscedasticity occurs if the variance from the residual of one observation to another is different, whereas if the variance from the residual of one observation to another observation remains then it is called homoscedasticity. A good regression model is homoscedasticity or no heteroscedasticity. The purpose

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of this test is to see if a linear regression model can or not. Sig. value on supervisory variables and employee competence with ABS_RES. All Sig values < 0.05 mean that there are no symptoms of heteroscedasticity.

3. Hypothesis Testing

1. The Effect of Supervision on Employee Performance

To calculate the value of the correlation coefficient of supervision on employee performance in the Field of Safety Development of the South Tangerang City Transportation Office. Based on the calculation, the correlation coefficient obtained is 0.722. This shows that supervisory variables have a strong influence on employee performance.

The supervisory variable has an influence contribution of 52.1% on employee performance, while the remaining 47.9% is influenced by other factors outside the study.

From the calculation results, a calculated value of 8.729 was obtained. Next the value is compared with the ttable value for a 5% error using a two-party test where $dk = n - k$; $72 - 2 = 70$, obtained ttable value = 2,000. Based on the table above, the calculated value of 8,729 is greater than the value of 2,000 ttable. So it can be said that partial supervision has a significant influence on employee performance because the calculated value > the table value.

To determine the direction of the relationship between supervisory variables and employee performance variables whether positive or negative and to predict the value of employee performance variables if the value of supervisory variables increases or decreases,

From the calculation result, the regression equation is as follows:

$$\hat{Y} = a + bX_1$$

$$\hat{Y} = 13,847 + 0,717X_1$$

These numbers can be interpreted as follows:

- a) A constant of 13.847; This means that if the supervisory value is 0, then the employee performance is positive, which is 13,847.
- b) The regression coefficient of the supervisory variable was 0.717; This means that if supervision increases by 1 unit, then employee performance will increase by 0.717 units. A positive coefficient means that there is a unidirectional relationship between supervision and employee performance, the better the supervision, the employee performance will increase.

2. The Effect of Employee Competence on Employee Performance

To calculate the correlation value between employee competence and employee performance in the Field of Safety Development of the South Tangerang City Transportation Service, Based on the results of the complaint, the correlation

coefficient obtained is 0.701. This shows that employee competency variables have a strong influence on employee performance.

Based on the calculation results, this means that the employee competency variable has an influence contribution of 49.1% on employee performance, while the remaining 50.9% is influenced by other factors outside the study.

From the calculation results, a calculated value of 8.216 was obtained. Next the value is compared with the ttable value for a 5% error using a two-party test where $dk = n - k$; $72 - 2 = 70$, obtained ttable value = 2,000. Based on the table above, the calculated value of 8,216 is greater than the value of 2,000 ttable. So it can be said that partial supervision has a significant influence on employee performance because the calculated value > the table value.

To determine the direction of the relationship between employee competency variables and employee performance variables whether positive or negative and to predict the value of employee performance variables if the value of employee competency variables increases or decreases.

From the calculation results, the regression equation is as follows:

$$\hat{Y} = a + b X_2$$

$$\hat{Y} = 13,934 + 0,704X_2$$

These numbers can be interpreted as follows:

- a) A constant of 13.934; This means that if the employee competency value is 0, then the employee performance is positive at 13,934.
- b) The regression coefficient of the employee competency variable was 0.704; This means that if employee competence increases by 1 unit, then employee performance will increase by 0.704 units. The positive coefficient means that there is a unidirectional relationship between employee competence and employee performance, the better the employee competence, the employee performance will increase.

3. The Effect of Employee Supervision and Competence on Employee Performance

To calculate the correlation value between supervision and employee competence together on employee performance in the Field of Safety Development of the South Tangerang City Transportation Office, the calculation of the correlation coefficient obtained is 0.775. This shows that supervisory variables and employee competence together have a strong influence on employee performance.

Based on the calculation results, this means that the supervisory variables and employee competence together have an influence contribution of 60.1% on employee performance, while the remaining 38.9% is influenced by other factors outside the study.

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To determine the significance of the influence of supervisory variables and employee competence together on employee performance (Test F) obtained a $F_{\text{calculate}}$ value of 51.897, this value was further consulted with F_{table} , for dk numerator = 2 and dk denominator = $(72-2-1) = 69$ obtained F_{table} value at the set error level is 5% = 3.13. In this case, the provision applies that if $F_{\text{calculate}}$ is greater than F_{table} , then the double correlation coefficient tested is significant, that is, it can apply to the entire population. From the calculation above, it turns out that $F_{\text{calculate}} > F_{\text{table}}$ ($51.897 > 3.13$), it can be stated that the double correlation is strong, positive and significant and can be applied where the sample is taken.

To determine the direction of the relationship between supervisory variables and employee competence together with employee performance variables whether positive or negative and to predict the value of employee performance variables if the value of supervisory variables and employee competence increases or decreases.

The value of the constant a and the regression coefficients b_1 and b_2 can then be made regression equations, namely:

$$\hat{Y} = a + b_1X_1 + b_2X_2$$

$$\hat{Y} = 7,500 + 0,453X_1 + 0,390X_2$$

These numbers can be interpreted as follows:

- a) A constant of 7.500; This means that if the supervision and competence of employees is 0, then employee performance is positive, which is as much as 7,500.
- b) The regression coefficient of the supervisory variable was 0.453; This means that if supervision increases by 1 unit, then employee performance will increase by 0.453 units. The positive value coefficient means that there is a unidirectional relationship between supervision and employee performance, the better the employee competence, the employee performance will increase.
- c) The regression coefficient of the employee competency variable was 0.390; This means that if employee competence increases by 1 unit, then employee performance will increase by 0.390 units. The positive coefficient means that there is a unidirectional relationship between employee competence and employee performance, the better the employee competence, the employee performance will increase.

4. Discussion of Research Results

Based on the hypothesis proposed about the effect of employee supervision and competence on employee performance in the Field of Safety Development of the South Tangerang City Transportation Service, it is necessary to discuss the existence of each variable.

1. Based on the results of the study, the supervisory variable has a strong and significant influence on employee performance with a correlation coefficient value of 0.722 and a

coefficient of determination (r^2) value of 0.521, meaning that the supervisory variable contributes 52.1% to employee performance variables. The results of the significance test of supervisory variables on employee performance or $t_{\text{calculate}}$ are 8,729 and greater than the table of 2,000. The result of a simple linear regression equation is $\hat{Y} = 13.847 + 0.717X_1$, meaning that if supervision increases by 1 unit, then employee performance will increase by 0.717 units.

2. Based on the results of the study, employee competency variables have a strong and significant influence on employee performance with a correlation coefficient value of 0.701 and a coefficient of determination (r^2) value of 0.491, meaning that employee competency variables contribute 49.1% to employee performance variables. The results of the significance test of employee competency variables on employee performance or $t_{\text{calculate}}$ are 8,216 and greater than the table of 2,000. The result of a simple linear regression equation is $\hat{Y} = 13.934 + 0.704X_2$, meaning that if employee competence increases by 1 unit, then employee performance will increase by 0.704 units.
3. Based on the results of the study, supervisory variables and employee competence together have a strong and significant effect on employee performance. This can be seen from the value of the correlation coefficient of 0.775 and the value of the coefficient of determination (R^2) of 0.601, meaning that the supervisory variable and employee competence together contribute 60.1% to the employee performance variable. The results of the significance test of supervisory variables and employee competence together on employee performance or $F_{\text{calculate}}$ were 51.897 and greater than F_{table} of 3.13. The result of the multiple linear regression equation is $\hat{Y} = 7.500 + 0.453X_1 + 0.390X_2$, meaning that if the variable means that employee supervision and competence have increased by 1 unit, then employee performance will increase by 7,500 units.

By identifying supervisory variables and employee competence, it will affect employee performance. Based on the above thinking, the hypothesis that states that employee supervision and competence have an influence on employee performance in the Field of Safety Development of the South Tangerang City Transportation Agency can be accepted. The magnitude of the influence of the two independent variables with dependent variables shows the reality of how to carry out and improve employee performance optimally, this reality has been answered with good employee supervision and competence in the organization.

In practical terms, the two variables run together, meaning that in the process employee supervision and competence can be variables or factors that determine whether employee performance is high or low. If employee supervision and competence are maximally improved, then employee performance will naturally increase. In this discussion, the author concludes that the two independent variables above show a very significant influence, meaning that without good employee supervision and competence, employee

The Influence of Supervision and Employee Competence on the Performance of the Safety Development Sector of the South Tangerang City Transportation Office performance in the Field of Safety Development of the South Tangerang City Transportation Office cannot be improved or implemented optimally.

The results of this study are in line with research conducted by Akbar, et al (2014), Herawati, et al (2016), Srigati and Ismiyati (2020), Apendi (2021), and Ira, et al (2023), where their research found that there is a strong influence between supervision and competence together on employee performance.

CONCLUSION

Religious issues in the world of Islamic education show the complexity and dynamics of changing times. With deep awareness, understanding, and wise action, Islamic education can remain a positive force in shaping a generation that has religious values and community welfare.

In dealing with religious issues in the world of Islamic education, it is important to consider the core values of religion, diversity, and social welfare. With deep awareness, understanding, and wise action, Islamic education can remain a positive force in shaping a generation that has religious values and positive contributions in society. Thus, religious challenges can be faced with relevant and sustainable solutions.

Overall, this study offers concrete solutions and recommendations for Islamic education to face the challenges of modern times. By combining an inclusive approach, a balance between tradition and progress, and thoughtful digital literacy, Islamic education can be a positive force in shaping the character and morality of Muslims in the contemporary era.

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