



# The Effect of Supervision on Employee Performance at PT. Indo Suharjaya (Narma Toserba)

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## Abstract

**Purpose:** This study aims to examine the effect of supervision on employee performance at PT. Indo Suharjaya (Narma Toserba). The focus is on understanding the relationship between supervision and employee performance within the company, with the goal of improving overall work performance.

**Research Methodology:** This study employs a quantitative approach using an associative method. Primary data were collected through questionnaires, interviews, and observations involving 70 employees at PT. Indo Suharjaya (Narma Toserba) Padurenan. Descriptive statistical analysis with the Likert scale method was used to process the data, and the data were analyzed using SPSS version 21.

**Results:** The correlation coefficient between supervision and employee performance was found to be 0.716, with a significant level of 0.000, indicating a positive and strong relationship. The t-test results showed that the supervision variable significantly impacts employee performance, as the t-count (8.462) was greater than the t-table (1.666). The coefficient of determination (R-Square) was 0.513, meaning 51.3% of the variance in employee performance is explained by supervision, while the remaining 48.7% is influenced by other factors not included in this model.

**Conclusions:** The study concluded that supervision has a significant and positive effect on employee performance at PT. Indo Suharjaya (Narma Toserba). Supervision plays a critical role in improving employee performance by ensuring that organizational activities align with company goals. The relationship between supervision and performance was found to be strong, with the supervision variable accounting for more than half of the variance in employee performance.

**Limitations:** The study is limited to a sample of 70 employees from a single company, which may not fully represent broader industry trends. Future studies could expand the sample size and include other companies or industries to enhance the generalizability of the findings. Additionally, other variables affecting employee performance were not explored.

**Contributions:** This study contributes to the understanding of the role of supervision in enhancing employee performance. It highlights the importance of effective supervision in organizational settings and provides practical recommendations for improving employee performance through better supervisory practices. The findings offer valuable insights for management in PT. Indo Suharjaya (Narma Toserba) and can inform policies for improving workplace performance.

**Keywords:** *Supervision, Employee Performance, Organizational Performance, PT. Indo Suharjaya (Narma Toserba)*

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## 1. Introduction

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The current era of globalization is marked by the increasing freedom of human resources to enter other countries by offering their expertise, and this continues to happen without any serious efforts to overcome it (Makarova et al., 2019; Prijono et al., 2021). Nations will be left behind without the opportunity to advance or compete with developed nations. To meet these needs, companies must optimally manage their existing human resources. Human resources are an important factor in organizations and companies (Gherman et al., 2016; Rahsel & Gumanti, 2022). For management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases (Prihati & Zuhdi, 2017; Siagian, 2014; Toding, 2016).

To achieve employee performance, good employee performance is required. Employee performance is one of the most dominant factors in improving company's performance. Because a goal in a company can run successfully or not, depending on the human factor that plays a role in planning, implementing, and controlling the company. Employee performance plays an important role in achieving company and individual goals (Diamantidis & Chatzoglou, 2019; Tuffaha, 2020; Zakaria et al., 2020). Companies will find it difficult to achieve their goals if their employees do not perform well. To achieve a company goal, it is necessary to have employees who are aware, loyal, obedient, disciplined, and responsible for all the work given and done (Saputra & Kusnadi, 2021; Ulabor & Bosede, 2019). According to Rivai and Basri (2011), Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with responsibilities with results as expected.

One way to improve employee performance is through supervision of work. This supervision is carried out by leadership to compare whether what is being done is in accordance with the established plan. This also means that supervision is an action or activity of a leader who strives for the work to be carried out in accordance with the established plan or desired work results (Makambe & Moeng, 2019; Panchali & Seneviratne, 2019; Suyanto et al., 2021). The supervision carried out is intended to support the smooth implementation of activities so that efficiency, effectiveness, and efficiency can be realized according to the plan and in line with it, to prevent early errors in the implementation of work (Rusdiana et al., 2020; Sumaryadi & Kusnadi, 2021; Tasrif et al., 2022).

Oversight influences employee performance in an organization. Supervisors may evaluate management control systems, the efficiency and effectiveness of performing duties and functions, and compliance with laws and regulations related to improving or enhancing performance (Arimie, 2020; Muhammad et al., 2020). Employee performance is the result of the work done by employees, quantitatively and qualitatively, depending on their assigned roles and responsibilities. In an organization, employee performance is related to tasks managed by policies or regulations (Ariyanto & Kustini, 2021; Nunuh & Wulandari, 2021; Phina et al., 2021).

Winardi (2011) says that supervision does not only look at things carefully and report the results of supervising activities, but also implies correcting and straightening them so that they achieve goals that are in accordance with what they want. PT. Indo Suharjaya (Narma Toserba) Padurenan in carrying out their main tasks and functions can be said to have not been performed properly. This is influenced by the supervisory factor of the leadership of PT employees. Indo Suharjaya (Narma Toserba) Padurenan, which has an impact on employee performance that is less than optimal. Supervision is intended to evaluate and identify the work plan if there are errors in its implementation. Based on the results of the supervision conducted by the researchers, PT. Indo Suharjaya (Narma Toserba) Padurenan has a low-performance problem. Based on the background of these problems, the researchers are interested in conducting further research entitled "The Effect of Supervision on Employee Performance at PT. Indo Suharjaya (Narma Toserba)."

## 2. Literature Review & Hypothesis Development

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### 2.1 Employee Performance

According to [Mangkunegara \(2011\)](#), 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. Effective communication, trust, and collaboration between employees and management can lead to higher motivation, job satisfaction, and consequently enhanced performance. They emphasize the need for companies to focus on creating a positive organizational culture that fosters healthy relationships and communication to boost employee productivity. The review reveals that organizations that prioritize employee relations experience greater employee engagement and retention, contributing to better overall performance ([Brhane & Zewdie, 2018](#)).

In [Kuswati \(2020\)](#) study on the effect of motivation on employee performance, the author emphasizes the central role motivation plays in driving employee behavior and organizational success. Intrinsic and extrinsic motivators—such as recognition, career advancement opportunities, and financial rewards—have a profound influence on employees' work output and job satisfaction. The research suggests that when employees are motivated, they are more likely to demonstrate higher levels of productivity, creativity, and commitment to their roles. Therefore, organizations should develop personalized motivation strategies that cater to individual employee needs in order to maximize both satisfaction and performance outcomes

[Hafeez et al. \(2019\)](#) explored the relationship between workplace environment and employee performance, with a specific focus on the mediating role of employee health. Their findings suggest that a conducive workplace environment, characterized by factors such as safety, comfortable working conditions, and good ergonomics, directly impacts employees' physical and mental well-being. Healthier employees tend to perform better, as they are more focused and less prone to absenteeism. The authors conclude that investments in employee health are integral to improving job performance, and organizations that provide a supportive environment are more likely to see improved productivity and greater employee engagement.

[Sugiarti et al. \(2021\)](#) argue that cultural values within an organization can play a significant role in enhancing employee performance. The study emphasizes that embedding cultural values—whether organizational or local—into the workplace can serve as a strategic step towards improving employee motivation and behavior. Employees who identify with and align their values with those of the organization experience higher levels of satisfaction, commitment, and job performance. The authors stress that organizations should not overlook the power of cultural integration and suggest that such alignment can lead to better team dynamics and performance outcomes, ultimately fostering a work environment conducive to growth and success.

[Paais and Pattiruhu \(2020\)](#) investigated the combined effect of motivation, leadership, and organizational culture on employee satisfaction and performance. They found that motivational factors, leadership styles, and a strong organizational culture all work together to enhance job satisfaction and performance. Specifically, transformational leadership, which focuses on empowering employees and creating a positive organizational culture, was shown to significantly boost both employee morale and performance. The study concluded that these elements are deeply interconnected, and together they create a foundation that drives higher levels of job satisfaction, engagement, and overall employee performance.

### 2.2 Supervision

According to [Armstrong \(2016\)](#), oversight is the process of leaders' activities to ensure that the implementation of organizational activities complies with established plans, policies, and regulations.

One of the factors that can enhance employee performance is effective supervision. Supervision can

be defined as an activity carried out by leaders to ensure that the activities conducted by employees align with the plans set forth. Supervision is a process through which leaders ensure that organizational activities comply with established plans, policies, and regulations. The purpose of supervision is to maintain order and ensure that activities are carried out effectively, efficiently, and according to plan. Proper supervision helps to prevent errors early on and ensures that work is performed in accordance with the desired outcomes, leading to improved organizational performance (Fischer et al., 2021; Mwesiga & Okendo, 2018; Zaheer & Munir, 2020).

Supervision goes beyond merely monitoring work outcomes; it involves making adjustments and corrections to ensure that employees' work aligns with organizational goals. With proper supervision, companies can ensure that human resources are used optimally and that employees perform at their best (Osewa & Osewa, 2020). Previous studies have supported this idea, showing that regular and structured supervision positively affects employee performance. Supervision as a process to ensure that all organizational activities are carried out according to a set plan and that goals are achieved effectively (Castanelli et al., 2020).

### 2.3 The Relationship Between Supervision and Employee Performance

This study finds that supervision has a positive and significant impact on employee performance at PT. Indo Suharjaya (Narma Toserba). Supervision has an effect on employee performance, although with a lower correlation. Supervision has a substantial impact on employee performance, with a coefficient of determination of 93.2%. This indicates that effective supervision significantly improves employee performance, which in turn positively influences the achievement of organizational goals (Idowu & Ndidiamaka, 2018; Lee & Kusumah, 2020; Yousaf et al., 2018).

### 2.4 Hypothesis Development

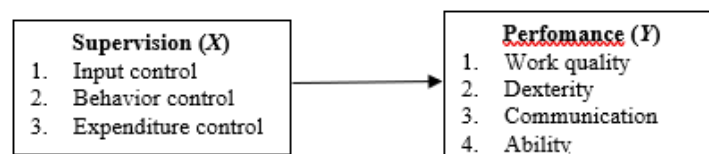


Figure 1. Theoretical framework

When viewed from the picture above, the research hypothesis is as follows:

- $H_0$  : At PT, there is no positive and significant association between oversight and employee performance at the Department Store India Suharjaya/Narma Padurenan.
- $H_a$  : At PT, there is a positive and important link between oversight and employee performance at the Department Store India Suharjaya/Narma Padurenan.

## 3. Methodology

This study was conducted at PT. Indo Suharjaya (Narma Toserba), Address : Jl. Hj. Jole Rt 002/ Rw 001 Padurenan Mustika Jaya District Bekasi City West Java 16340. Tel (021) 82621088, and the research was conducted for 5 months. The sample and population consisted of 70 employees.

## 4. Results and Discussion

### 4.1 Results

#### 4.1.1 Normality Test

Based on the results of the data processing, the results of the normality test were as follows:

Keterangan		Unstandardized Residual
N		70
	Mean	.0000000
Normal Parameters <sup>a,b</sup>	Std. Deviation	2.76859593
	Absolute	.088
Most Extreme Differences	Positive	.066
	Negative	-.088
Kolmogorov-Smirnov Z		.733
Asympt. Sig. (2-tailed)		.656

a. Test distribution is Normal.

b. Calculated from data.

Figure 2. Normality test (unstandardized residual)

Based on the output of the unstandardized residuals in Figure 2, since the significance value is  $0.656 > 0.05$ , we can conclude that the tested data are normally distributed. You can recognize normality by looking at the spread of data (points) on the diagonal axis of the chart. If the data (points) are distributed around the diagonal and follow the direction of the diagonal, they do not show a normal distribution pattern, indicating that the regression model does not meet the normality assumptions. To determine whether the residuals were normally distributed, we examined a normal distribution plot, that compared the normal distributions.

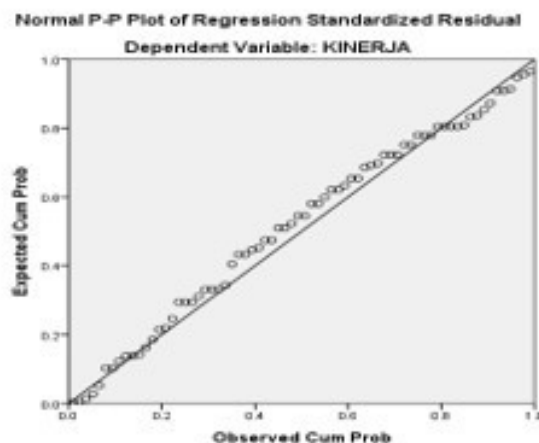


Figure 3. Normal PP plot graph

Figure 3 shows the distribution of data (points) on the diagonal axis, which is close to the diagonal. Based on the normality test guidelines, he states that if the spread of data (points) follows or approaches normal, the study may be called normal. To ensure that this study shows the existence of normality, a test was carried out using a histogram. This is shown in Figure 3 as follows:

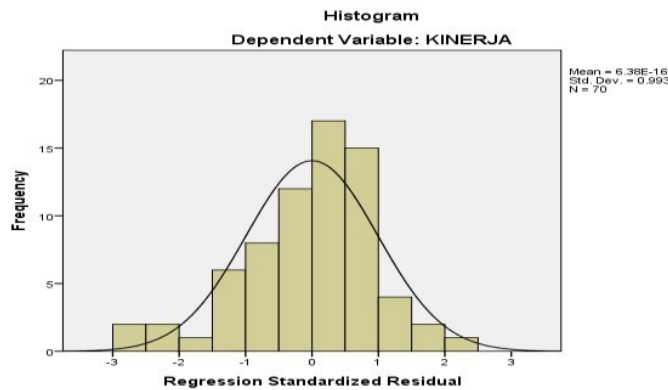


Figure 4. Histogram

In Figure 4 the histogram also shows the existence of normality in this study, seeing this, We can conclude that this study is working towards a normality test.

#### 4.1.2 Heteroscedasticity Test

The results of the heteroscedasticity test in this study are shown in the following figure:

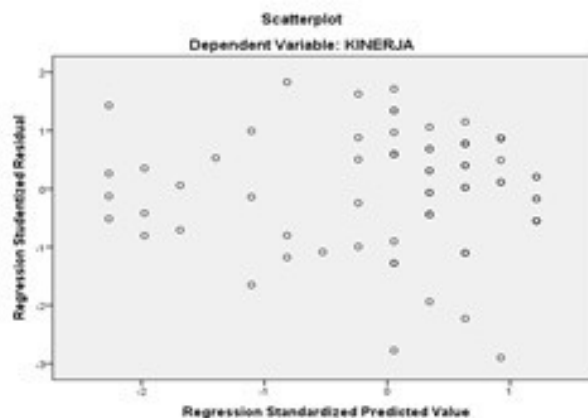


Figure 5. Heteroscedasticity test

In Figure 5 it shows that there is no clear regular pattern such as wavy or wide. Following the guidelines for the heterogeneous ispersibility test, there was no heterogeneous dispersibility or so -called homoscedasticity in this study. This is evidenced by the chart above, which does not form a particular regular pattern, so this study is worth further testing.

#### 4.2 Correlation Test

Based on data analysis using the SPSS version 21 application, the correlation coefficient results were as follows:

**Correlations**

KETERANGAN		PENGAWASAN	KINERJA
PENGAWASAN	Pearson Correlation	1	.716**
	Sig. (1-tailed)		.000
	N	70	70
KINERJA	Pearson Correlation	.716**	1
	Sig. (1-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.01 level (1-tailed).

sumber : Data SPSS 21 diolah Tahun 2021

Figure 6. Correlation Test Results

Based on Figure 6, the Pearson correlation between supervisory variables related to employee performance is 0.716. It can be concluded that supervision is positively related to employee performance with a strong correlation degree.

#### 4.3 Simple Linear Regression Test

The results of the simple regression analysis test can be seen in Figure 7 as follows:

**Correlations**

KETERANGAN		PENGAWASAN	KINERJA
PENGAWASAN	Pearson Correlation	1	.716**
	Sig. (1-tailed)		.000
	N	70	70
KINERJA	Pearson Correlation	.716**	1
	Sig. (1-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.01 level (1-tailed).

sumber : Data SPSS 21 diolah Tahun 2021

Figure 7. Simple Linier Regression Test

In Figure 7 above, the calculation of the simple linear regression value is known to be a constant (*a*) value of 10,736, while the value of service quality (*b*/regression coefficient) is 1.068, so that the regression can be formulated as:

$$y = a + bx$$

$$y = 10,736 + 1.068x$$

Based on Table 3, there are values:

1. The constant 10,736 indicates that it is an independent variable. The monitor is in a constant state (fixed) and has a value (*Y*) of 10,736. The better the performance of employees at PT. Indo Suharja / Narma Toserba Padurenan, the more employee supervision will increase.
2. If *X* increases by 1 unit, then supervision and employee performance are given by:

$$10,736 + 1.068$$

The regression coefficient for the supervisory influence variable (*X*) is 1.068, which means that there will be an increase of 1.068%.

#### 4.4 Hypothesis Test

1.  $H_0$  is accepted if  $t_{\text{count}} < t_{\text{table}}$ , or vice versa  $H_0$  is rejected if  $t_{\text{count}} > t_{\text{table}}$ .
2.  $H_a$  will be accepted if  $t_{\text{count}} > t_{\text{table}}$ , and vice versa  $H_a$  is rejected if  $t_{\text{count}} < t_{\text{table}}$ .
3. The t-count value is 8.462, while the t-table value is 1.666, so t-count is greater than t-table, therefore  $H_0$  is rejected and  $H_a$  is accepted.

##### 4.4.1 t-Test

Table of coefficients for significance (importance). If the t-value or the significant probability value is 0.05, then there is no significant effect of each independent variable on the dependent variable.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	10.736	5.282		2.033	.000
	PENGAWASAN	1.068	.126	.716	8.462	.000

a. Dependent Variable: KINERJA

Sumber: Data SPSS diolah Tahun 2021

Figure 8. t-test results

Based on Figure 8, this t-test was carried out by comparing the t-count value with the t-table at 0.05. From the results of the significant correlation coefficient test, the t-count value is 8.462, while the t-table value is 1.666. Since the t-count is greater than the t-table,  $H_0$  is rejected and  $H_a$  is accepted, meaning that supervision has an effect on employee performance.

#### 4.5 Discussion

##### 4.5.1 Supervision Is Related to Employee Performance

Based on the analysis of the Pearson correlation, there is a relationship between the supervisory variable and employee performance of 0.716 with a significant level of 0.000, which means that the supervisory variable has a positive relationship with performance. Therefore, it can be concluded that supervision is positively related to employee performance, with a strong degree of correlation.

##### 4.5.2 Supervision Affects Performance

Supervision has a significant effect on performance, as seen in the t-test, where the t-count is 8.462 greater than the t-table 1.666; thus, the supervision variable has an influence on performance variables. Judging from the results of the study, it can be concluded that the magnitude of R determination (R-Square) the percentage of the influence of the independent variable (the influence of supervision) on the dependent variable (employee performance) is 51.3%, while the remaining 48.7% is influenced by other variables not included in the research model. This shows that supervision affects the performance of employees of PT. Indo Suharjaya/Narma Padurenan Department Store.

Oversight ensures that organizational and administrative goals are achieved. This is an opportunity to conduct activities as planned. Set performance criteria for planning purposes, design feedback information systems, compare actual activities to given criteria, identify and measure deviations, and use all your company's resources effectively and efficiently. A systematic effort is made to take the necessary corrective actions to ensure that methods are used to achieve the company's goals.

Supervision is also an activity that evaluates an organization or activity with the aim of ensuring that the

organization or activity performs its function properly and achieves the set goals (Tabasum & Ghosh, 2021). Good leadership that the company has for its employees also leads to good performance to improve the performance of PT employees at the Department store India Suharjaya/Narma Padurenan.

This is in accordance with previous research conducted by Toding (2016) at PT. Pipit Mutiara Indah, which shows that a simple linear regression analysis of 0.323 with a correlation coefficient (R) of 0.295 in this category has a low relationship between supervision and employee performance. Supervision has an influence of 8.7% on the performance of employees at PT. Pipit Mutiara Indah, with the remaining 91.3% influenced by other variables not included in the study. The same thing was found in Elly Nielwati's research in 2017 on the Disperindag Sub-Sector for Supervision of Goods and Services in Riau Province, which showed that supervision had a positive and significant effect on employee performance with a coefficient of determination ( $r^2$ ) of 0.932, meaning 93.2% employee performance is influenced by supervision.

The inhibiting factor in supervision is that the leadership has not carried out routine and structured supervision. In addition, there are difficulties in supervising employees, namely the placement of leaders who are not appropriate, so that the leadership does not master the technical implementation of the work of their subordinates. This study is also consistent with the surveillance theory proposed by Sondang P. Siagian: The process of monitoring the performance of all organizational activities to ensure that all work is proceeding according to a given plan.

## 5. Conclusions

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1. The coefficient analysis and Pearson correlation show a relationship between the supervisory variable and employee performance of 0.716 with a significant level of 0.000, indicating that the supervision variable has a positive relationship with employee performance. This suggests that supervision is positively related to employee performance with a strong degree of correlation.
2. The results of the t-test, where the t-count (8.462) is greater than the t-table (1.666), indicate that the supervision variable significantly influences employee performance. The magnitude of R-Square (adjusted R-Square = 51.3%) shows that supervision accounts for 51.3% of the variance in employee performance, while the remaining 48.7% is influenced by other variables not included in this research model. This confirms that supervision is a significant factor affecting employee performance at PT. Indo Suharjaya/Narma Padurenan Department Store.

### 5.1 Research Limitations

The research was limited to a sample of 70 employees from a single company, which may not fully reflect broader industry trends. Additionally, other factors that could influence employee performance, such as employee motivation, work culture, and external organizational factors, were not included in this study. Future research could expand the sample size and incorporate other organizations or sectors to enhance the generalizability of the findings. Moreover, a more comprehensive model could consider additional variables that influence employee performance.

### 5.2 Suggestions and Directions for Future Research

It is suggested that PT. Indo Suharjaya (Narma Toserba) Padurenan focus on optimizing supervision and leadership practices to ensure better employee performance. Routine and structured supervision, along with clear leadership roles, could improve employee engagement and productivity. Future studies should explore the impact of other organizational factors, such as work culture, training programs, and technology usage, on employee performance. Additionally, conducting similar research across different industries or regions could provide more insight into how supervision influences performance in diverse

organizational settings.

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## **Author Contributions**

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Conceptualization (A.N.), study design (A.N.), data collection (A.N.), data analysis (A.N.), manuscript drafting (A.N.), final approval (A.N.), supervision (M.Y.), data validation (M.Y.), manuscript revision (M.Y.), and final approval (M.Y.).

## **Conflicts of Interest**

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The authors declare that there is no conflict of interest in the publication of this research. All authors have disclosed that they have no financial or personal relationships that could inappropriately influence the work presented in this study.

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