The Influence of Training and Supervision on Employee Performance in Kramat Village, Central Jakarta

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Abstract: **This study aims to determine and analyze the effect of joint training and supervision on employee performance in the Kramat Village, Central Jakarta. This research method uses a survey technique with a quantitative and correlational approach. In this study, the number of samples was 51 respondents. The variables studied were training (X1) and supervision (X2) as independent variables and employee performance (Y) as the dependent variable. Based on the results of the research that has been done, it can be concluded that: (1) The training variable (X1) has a positive, strong and significant influence on employee performance with a correlation coefficient value of 0.682 and a coefficient of determination (r^2) value of 0.465, meaning that the variable training contributes 46.5% to employee performance variables. (2) The supervision variable (X2) has a positive, strong and significant influence on employee performance with a correlation coefficient value of 0.728 and a determination coefficient value (r^2) of 0.529, meaning that the supervision variable contributes 52.9% to the work performance variable employee. (3) The variables of training and supervision together have a positive, strong and significant effect on employee performance. This can be seen from the correlation coefficient value of 0.751 and the coefficient of determination (R^2) value of 0.564, meaning that the training and supervision variables together contribute 56.4% to the employee performance variable.**

Keywords: **Employee Performance, Supervision, Training**

I. INTRODUCTION

Human resource issues are still in the spotlight and the foundation for an organization or agency to survive in the industrial era 4.0. Human resources have a major role in every organizational activity. This shows that human resources are the main key to achieving the goals of an organization.

In facing the industrial era 4.0, many challenges must be faced by organizations to win the competition. Every organization to be able to survive and win the competition is required to have a competitive advantage. One of the factors that can be used as a guide for organizations in creating competitive advantage is the superiority of quality human resources which will contribute to the creation of competitive advantage in the industrial era 4.0.

Human resources are one of the elements in achieving and realizing the goals and objectives that are applied, in other words, human resources are very important in the implementation and achievement of organizational goals, so human resource management is very necessary. Recognizing the importance of managing human resources in achieving organizational goals, companies and leaders need to increase their attention to their employees to improve employee performance.

Education and training carried out by an organization have been carried out for a long time, because there are so many benefits that are obtained by employees and for the organization. With education and training, the organization will be able to compete with others because the organization already has employees who are ready to face job competition.

A good performance appraisal system must be able to accommodate various external challenges faced by employees, especially those that have a strong impact on carrying out their duties. It is undeniable that various situations faced by a person outside of work, such as family problems, financial circumstances, social responsibilities and various other personal problems affect a person's work performance. The rating system should enable employees to express the various problems they face. The organization should assist its members to overcome this problem.

Without high work performance, resulting in work tasks that are not completed properly, poor implementation of tasks carried out by employees shows low employee performance which will interfere with the process of achieving organizational goals. Increasing employee performance needs to pay attention to things that can motivate employees to carry out their duties, among others, by fulfilling their needs which include physiological needs, namely the need for food and drink, the need for safety and security, social needs, the need for self-esteem and the need for self-embodiment.

One factor that is considered important for improving employee performance is the existence of education and training for employees. Employees are expected to like challenges and be able to solve problems in their work better which in the end can support the achievement of satisfactory work performance, they need to be supported by education and training first. Leaders in this case need to provide opportunities

for subordinates so that they can actualize themselves properly and naturally within the organization

With this education and training, it will produce quality human resources and be able to make the best contribution to achieving goals. Through this training, organizations can also have employees who have the competence to compete, especially in global competition and the increasingly diverse demands of society. As a manifestation of the workforce development function, the resources owned by the organization must be properly trained and educated.

The management and leadership of the sub-district, in this case, the Lurah in Kramat Sub-District, of Central Jakarta, continues to strive to improve the work performance of its employees. Employee performance can be seen from the results of their work in carrying out and providing services to the community because the sub-district is the spearhead of service. A decrease in employee performance can occur due to a lack of employee morale in carrying out work, a lack of employee initiative, and the attitude of employees who always wait for orders from the leadership.

Furthermore, the low work performance of employees in the Kramat Village, Central Jakarta, can be influenced by a lack of work discipline, especially discipline in complying with organizational regulations. Employee discipline in general still seems low, this fact can be seen from the fact that there are still employees who come late to the office, there are employees who come to the office only for fingerprint attendance and then disappear and return to the office in the afternoon only so that performance benefits are not reduced. Low employee commitment to the organization, and lack of development and training provided to employees which is one of the factors in the inability of employees to be able to carry out the tasks assigned to them, and lack of work competency possessed by employees in completing tasks given by the leadership. The low work competence of these employees is due to a lack of training. Many employees attend training only as a prerequisite for occupying a position, not because it is a responsibility to be a public servant. The supervision carried out by the Lurah to his subordinates is still not optimal. In addition, working conditions are less supportive due to supervision. Employee responsibility is low, resulting in there being employees whose work is done by other employees.

So employee performance is a strength or ability that shows the knowledge and skills they have for the achievement of organizational goals. Apart from the knowledge and abilities possessed by employees, good work performance from an employee can be reflected in employee obedience to all regulations in the organization and social norms that apply in an institution. Assessment of employee performance is very important because it can improve the quality of work for the continuity of organizational activities outside and within the organization. After all, good employee performance is the key to competitive advantage.

II. LITERATURE REVIEW

Training

In the current era of globalization and transparency which is full of challenges and competition, the role of human resources in an organization is increasingly being considered no longer a comparative advantage. Therefore, for an organization to continue to be competitive, it needs employees or human resources who can move and run the wheels of the organization where it is located. Training is a method of providing additional knowledge and experience to employees to further improve the quality of human resources in carrying out activities. The most widely used training method by both government and private organizations.

According to Sulistiyani and Rosidah (2009), "training is a process that is carried out systematically to change one's behavior in one direction in order to improve organizational goals." Sikula in Mangkunegara (2003), states that training is a short-term educational process that uses systematic and organized procedures in which a non-managerial workforce learns knowledge and technical skills for limited purposes.

Gomez (2003), says that training is every effort to improve worker performance in a particular job that is his responsibility, or a job that is related to his job. Ideally, training should be designed to achieve organizational goals, while at the same time realizing the goals of individual workers.

Simamora (2000), argued that training is a series of activities designed to improve one's knowledge, skills, experience, and behavior. Therefore the training program seeks to teach participants how to carry out certain activities or programs. The implementation of the training program is expected to guarantee the availability of workers in the organization who have the expertise, and skills and are trained so that they can work more efficiently.

Concerning the opinion above, Siagian (2003), provides an understanding of training as a process of teaching and learning using certain techniques and methods. Conceptually, it can be said that training is intended to improve the skills and abilities of a person or group of people. Usually, the target is a person or group who is already working in an organization whose efficiency, effectiveness, and quality of work still need to be improved in a directed and pragmatic manner.

From the description above it can be concluded that training is a process or method that is carried out systematically where a person achieves certain abilities to help achieve organizational goals, with indicators: 1) knowledge, 2) skills and 3) behavior/attitude.

Supervision

Contextually Denim and Khairil (2010), stated that the term supervision comes from the English word "supervision" which means supervision. Then Bernard and Goodyear in Dollarhide and Miller (2006) define supervision as follows: "supervision, in most terms, is a process by which a more experienced professional provides guidance to a novice entering the

profession, providing education for the trainee, gatekeeping for the profession and assurance that only trained appropriate candidates to enter the field".

Purwanto (2010), states that supervision is a planned coaching activity to assist employees both internally and externally in carrying out their work effectively. Thus supervision in work is not just a control to see whether all activities have been carried out according to the plans or programs that have been outlined. But more than that, supervision can motivate employees to do a better job and become an effective tool for improving employee performance.

From a different point of view, Muslim (2009) states that supervision is a series of efforts to assist employees in the form of professional services provided by supervisors (organizational leaders) to improve the quality of processes and work results of the employees concerned. From the above understanding, it can be said that supervision places more emphasis on employee professional services.

Denim and Khairil (2010), define supervision as an effort to improve the quality of processes and work results by increasing the competence and skills of employees through professional guidance by supervisors. The opinion above shows that professional guidance by a supervisor can improve the competence and skills of employees which will ultimately lead to increased quality and work results.

From some of the descriptions above, it can be concluded that supervision is a coaching activity that is planned to assist employees in carrying out work effectively to help achieve organizational goals, with indicators including 1) directive approach, 2) non-directive approach, and 3) collaborative approach.

Work Performance

Sutrisno (2009), suggests that work performance is a result of work that has been achieved by a person from his work behavior in carrying out work activities. Meanwhile, Soeprihanto (2001), argued that the determination of work performance standards required several aspects, such as distribution of work, research, and determination of time standards for work with machines or without machines. From the combination and analysis of these aspects, work performance standards are obtained.

Wexley and Yukl in As'ad (2001), argued that proficiency has a broader meaning because it includes aspects of effort, job performance, initiative, loyalty, leadership potential, and work morale at the same time. Maer quoted by As'ad (2001), states that merit is more of a general aspect than proficiency, while work productivity is the ratio between input and output.

Umam (2010), argues that work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Meanwhile, Bernadin and Russel in Sutrisno (2009), define achievement as a record of the results obtained from certain job functions or certain activities during a certain time.

Riduwan (2007), argued about the measurement of work performance which consists of five indicators, namely: quality of work, a quantity of work, consistency, attitude and responsibility. Furthermore, Bryars and Rue in Sutrisno (2009), define achievement as a person's level of proficiency in tasks that include his work. This understanding shows the weight of the individual's ability to fulfill the provisions that exist in his work. While work performance is the result of a person's efforts which is determined by the ability of his characteristics and the perception of his role in the job.

So the notion of work performance has a narrower meaning. Work performance is only about what has been produced from his work behavior. If an employee with a high level of work performance is called a productive employee, and vice versa, an employee with low performance is called an unproductive employee.

Based on the opinion above, it can be concluded that work performance is the result of work that has been achieved or shown by someone in carrying out work tasks, with indicators including 1) quality of work, 2) quantity of work, 3) consistency, 4) attitude, and 5) responsibility.

III. RESEARCH METHODS

Research Design

This study used a survey research method with a quantitative approach, which is correlational to see how much influence the independent variables have on the dependent variable. The research was conducted on a group of employees in the Kramat Village, Central Jakarta. Through this method, it is hoped to be able to examine specific aspects of a social situation in depth, in this case, the aspects of the influence of training and supervision on employee performance. The drawback of this research method is that it studies specific aspects, so the possibility to reach generalizations is very limited.

Population and Sample

According to Sugiyono (2014), in general, the population is meant as part of the generalization area which consists of objects/subjects that have certain qualities and characteristics. Furthermore, Creswell (2013: 151), states "a population is a group of individuals who have the same characteristics," meaning that a population is a group of individuals who have similar characteristics. The population in this study were all employees at the Kramat Village, of Central Jakarta, totaling 60 people.

Sugiyono (2014), states that the sample is part of the number and characteristics possessed by the population. If the population is large and it is not possible to study everything in the population due to limited funds, manpower, and time, then

can use a sample taken from that population. What is learned from the sample, and the conclusions will apply to the population. For this reason, the samples taken from the population must be truly representative, so the number of samples in Kramat Village, of Central Jakarta, with a total

population of 60 employees and an error rate of 5% can be determined, so a total sample of 51 respondents is obtained.

Analysis Method

Sugiyono (2014: 141), testing the validity of data in research is often only emphasized on validity and reliability tests. In quantitative research, the main criteria for research data are valid, reliable and objective. Validity is the degree of accuracy between data that occurs on the object of research with data that can be reported. Thus valid data is data that does not differ between the reported data and the actual data occurring on the research object.

IV. RESEARCH RESULT

1) The effect of training (X1) on employee performance (Y)

To calculate the correlation value between training and employee performance in the Kramat Village, of Central Jakarta, the calculation results obtained are 0.682. This shows that the training variable has a positive and strong influence on employee performance. To find out the influence contribution (coefficient of determination) of the training variable on employee performance, this means that the training variable has an influence contribution of 46.5% on employee performance, while the remaining 53.5% is influenced by other factors. To determine the significance of the effect of the training variable on employee performance, a t-count of 6.524 is obtained.

The regression equation is as follows:

$\hat{Y} = a + bX_1$

$\hat{Y} = 1{,}245 + 0{,}690X_1$

These numbers can be interpreted as follows:

- A constant of 1.245; means that if training (X1) has a value of 0, then employee performance (Y) has a positive value of 1.245.

- The training variable regression coefficient (X1) is 0.690; meaning that if training (X1) has increased by 1 unit, then employee performance (Y) will have increased by 0.690 units. The coefficient is positive, meaning that there is a positive relationship between training and employee performance, the better the training, the better the employee performance

2) The Effect of Supervision (X2) on Employee Performance (Y)

To calculate the correlation value between supervision of employee performance in the Kramat Village, of Central Jakarta, the calculation results obtained are 0.728. This shows that the supervision variable has a positive and strong influence on employee performance. To find out the influence contribution (coefficient of determination) of the supervision variable on employee performance, this means that the supervision variable has an influence contribution of 52.9% on employee performance, while the remaining 47.1% is influenced by other factors. To determine the significance of

the influence of the supervision variable on employee work performance (a t-test) obtained a t-count of 7.423.

The regression equation is as follows:

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

$\hat{Y} = 0{,}973 + 0{,}750X_2$

These numbers can be interpreted as follows:

- A constant of 0.973; means that if supervision (X2) has a value of 0, then employee performance (Y) has a positive value of 0.973.

- The regression coefficient of the supervision variable (X2) is 0.750; meaning that if supervision (X2) has increased by 1 unit, then employee performance (Y) will have increased by 0.750 units. The coefficient is positive, meaning that there is a positive relationship between supervision and employee performance, the better the supervision, the better the employee performance.

3) The effect of training (X1) and supervision (X2) together on employee performance (Y)

To calculate the correlation value between training and supervision together on employee performance in the Kramat Village, of Central Jakarta, the calculation results obtained are 0.751. This shows that the variables of training and supervision together have a positive and strong influence on employee performance. To find out the influence contribution (coefficient of determination) of the training and supervision variables together on employee performance, this means that the training and supervision variables together have an influence contribution of 56.4% on employee performance, while the remaining is 43. 6% is influenced by other factors. To find out the significance of the effect of training and supervision variables together on employee performance (Test F) an F-count value of 31.032 is obtained, this value is then consulted with Ftable, for dk numerator = 2 and dk denominator = (51-2-1) = 48 obtained the value of Ftable at the specified error level is 5% = 3.19. In this case, the provision applies if F-count is greater than -F-table, then the multiple correlation coefficient tested is significant, that is, it can apply to the entire population. From the calculation above it turns out that F-count > F-table (31.032 > 3.19), it can be stated that the double correlation is strong, positive and significant and can be applied where the sample is taken.

The regression equation is as follows:

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

$\hat{Y} \quad = \quad 0{,}741 + 0{,}298\,X_1 + 0{,}514\,X_2$

This means that high or low employee performance due to training and supervision can be predicted through the regression equation. From the results of these calculations, if the training and supervision variables are increased to 75 units, the employee's work performance increases from 0.741 units to 61.682 units. This means that the better the training and

supervision, the higher the work performance of employees in Kramat Village, Central Jakarta.

Discussion

Based on the hypothesis proposed about the effect of training and supervision on employee performance in the Kramat Village, of Central Jakarta, it is necessary to discuss the existence of each variable.

1. Based on the results of the study, the training variable (X1) has a positive, strong and significant effect on employee performance with a correlation coefficient value of 0.682 and a coefficient of determination (r^2) value of 0.465, meaning that the training variable contributes 46.5% to employee performance variable. The results of the significance test of the training variable on employee performance or t count are 6.524 and are greater than the t table of 2.021. The result of the simple linear regression equation is $\hat{Y} = 1.245 + 0.690X1$, meaning that if training increases by 1 unit, employee performance will increase by 1.245 units.

2. Based on the results of the study, the supervision variable (X2) has a positive, strong and significant influence on employee performance with a correlation coefficient of 0.728 and a coefficient of determination (r^2) of 0.529, meaning that the supervision variable contributes 52.9% to employee performance variable. The results of the significance test of the supervision variable on employee work performance or t count are 7.423 and are greater than the t table of 2.021. The result of the simple linear regression equation is $\hat{Y} = 0.973 + 0.750X2$, meaning that if supervision increases by 1 unit, employee performance will increase by 0.973 units.

3. Based on the results of the study, the variables of training and supervision together have a positive, strong, and significant effect on employee performance. This can be seen from the correlation coefficient value of 0.751 and the coefficient of determination (R2) value of 0.564, meaning that the training and supervision variables together contribute 56.4% to the employee performance variable. The results of the significance test of training and supervision variables together on employee work performance or F count is 31.032 and is greater than the F-table of 3.19. The result of the multiple linear regression equation is $\hat{Y} = 0.741 + 0.298\ X1 + 0.514\ X2$, meaning that if the training and supervision variables are increased to 75 units, then employee performance increases from 0.741 units to 61.682 units.

4. Identifying training and supervision variables will affect employee performance. Based on the thoughts above, according to the researcher, the hypothesis which states that training and supervision have a strong influence on employee performance in the Kramat Village, Central Jakarta, is acceptable.

5. The magnitude of the influence of the two independent variables with the dependent variable shows the fact of how to implement and improve employee performance optimally, this fact has been answered by proper training and supervision. Practically speaking, the two variables run together, meaning that in the process, training and supervision can become variables or factors that determine whether employee performance is high or low. If the training and supervision go well, employee performance will automatically increase. In this discussion, the researcher concludes that the two independent variables above show a very significant influence, meaning that without good training and supervision, the work performance of employees in Kramat Village, Central Jakarta cannot be improved or implemented optimally.

V. CONCLUSIONS

Based on the results of the research that has been carried out to test the hypotheses and answers to the formulation of the problems proposed, the researcher can draw the following conclusions:

1. Based on the results of the study, the training variable (X1) has a positive, strong, and significant effect on employee performance with a correlation coefficient value of 0.682 and a coefficient of determination (r^2) value of 0.465, meaning that the training variable contributes 46.5% to employee performance variable. The results of the significance test of the training variable on employee performance or t count are 6.524 and are greater than the t table of 2.021. The result of the simple linear regression equation is $\hat{Y} = 1.245 + 0.690X1$, meaning that if training increases by 1 unit, employee performance will increase by 1.245 units.

2. Based on the results of the study, the supervision variable (X2) has a positive, strong, and significant influence on employee performance with a correlation coefficient of 0.728 and a coefficient of determination (r^2) of 0.529, meaning that the supervision variable contributes 52.9% to employee performance variable. The results of the significance test of the supervision variable on employee work performance or t count are 7.423 and are greater than the t table of 2.021. The result of the simple linear regression equation is $\hat{Y} = 0.973 + 0.750X2$, meaning that if supervision increases by 1 unit, employee performance will increase by 0.973 units.

3. Based on the results of the study, the variables of training and supervision together have a positive, strong, and significant effect on employee performance. This can be seen from the correlation coefficient value of 0.751 and the coefficient of determination (R2) value of 0.564, meaning that the training and supervision variables together contribute 56.4% to the employee performance variable. The results of the significance test of training and

supervision variables together on employee work performance or F-count is 31.032 and is greater than the F-table of 3.19. The result of the multiple linear regression equation is $\hat{Y} = 0.741 + 0.298\ X1 + 0.514\ X2$, meaning that if the training and supervision variables are increased to 75 units, then employee performance increases from 0.741 units to 61.682 units.

VI. RECOMMENDATIONS

Based on the results of the research and discussion, the researchers put forward suggestions that can be followed up as follows:

1. It is recommended that leaders always try to provide maximum support for the training activities that have been carried out so far. The real effort that can be done is to carry out training activities continuously in the hope of providing maximum benefits to improve employee performance and evaluate work results after the training process is carried out so that policies related to efforts to develop employee performance can be realized.

2. It is recommended that leaders supervise employees optimally to foster employee performance achievements and improve supervision activities with established schedules and procedures on an ongoing basis so that employees feel more cared for to achieve increased employee performance.

3. It is recommended that leaders in carrying out employee performance appraisals pay attention to the objectivity of performance appraisal through indicators of work quality, work quantity, employee consistency, employee attitudes, and responsibilities and provide information on the results of work performance appraisals to employees because by knowing the results of the assessment With this, employees can find out whether they have given the best and what is expected by the organization.

4. For that future research that examines training, supervision and employee performance will add the variables of work discipline and work commitment

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