

The Effect of Supervision and Communication on Employee Performance at PT Jamkrindo Makassar Branch

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ABSTRACT

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This study aims to determine whether supervision and communication affect employee performance at PT Jamkrindo Makassar Branch. Data collection uses primary and secondary data obtained by distributing questionnaires using saturated sampling techniques. The population is all employees in the office of PT Jamkrindo Branch Makassar, namely as many as 37 employees and this number is also used as a sample. The results of this study were tested by instruments in the form of validity and reliability tests as well as classical assumption tests in the form of assumptions of normality, multicollinearity and heteroscedasticity. Methods of data analysis using multiple linear regression techniques. The results of the study show that the partial hypothesis indicates that the variable of supervision has no effect on employee performance and communication has a positive and significant effect on employee performance then simultaneously the variables of supervision and communication have a positive and significant effect on employee performance.

Keywords: supervision, communication, employee performance

1. INTRODUCTION

The current era of globalization has an impact on business development. The most obvious impact is the competition in the business world. The competition is getting tighter, making companies continue to compete to innovate to win the competition. The company will strive to achieve its goals effectively and efficiently. According to the Big Indonesian Dictionary, effective is (about efforts, actions) that can bring results, while efficient means being able to carry out tasks precisely and carefully. This is done so that the company is able to have competitiveness and excellence from its competitors. The excellence of a company can be achieved through several factors. One of these factors is the company's internal capabilities or through the resources owned by the company.

In the face of globalization like this, the potential of human resources (HR). Must be able to be utilized as well as possible so that it can provide optimal output, therefore the organization must think of ways that can be done to develop its employees in order to encourage the progress of the organization in order to jointly achieve organizational goals. Human resources are the most important asset in a business organization or a company, because of its role as the subject of implementing company policies and operational activities. The existence of human resources who have good performance can provide optimal results for a company. To get optimal performance results, human resources must be managed as well as possible, so that human resources in a company feel comfortable in carrying out their duties and getting maximum results.

Performance is a description of the level of achievement of the implementation of an activity in an organization. Employee performance affects how much they contribute to the organization. Employee performance is one of the factors that influence organizational progress. The higher or better the employee's performance, the easier the organization's goals are to achieve, and vice versa what happens if the employee's performance is low or not good, the planned activities cannot run well and the organization is difficult to achieve the goals that have been set. (Natalia, 2020).

The first factor that can affect the level of employee performance is supervision. Supervision plays an important role in improving good performance. Supervision is carried out by detecting problems that are carried

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out and taking the necessary actions before a problem occurs. In this supervision, the problem faced is the measurement of the implementation of activities that are repeated and continuous. (Sari et al., 2018).

Supervision of employee performance is an effort or action taken to find out an employee in doing work to develop employee performance starting from increasing the knowledge, skills, competence and responsibility of employees in carrying out their work to achieve goals with better results. Employee performance is very important for every employee in an organization, because with supervision the leadership can find out or identify problems or difficulties experienced by employees, and supervision can also create a maximum way of working, improve quality, skills and high morale in employees and create obedience to the norms and regulations that apply in the organization. (Karnawan & Supraktika, 2022)

Another factor that affects employee performance is communication. Communication is an important factor in carrying out an activity. With the existence of a communication, any activity can occur both between individuals, between groups, and between organizations, both formal organizations and non-formal organizations.

According to (Effendy, 2018) communication is the process of conveying information, opinions, ideas, conceptions, knowledge, feelings, attitudes, actions and as the delivery and recipient of communication. Communication according to (Masdul, 2018) is the process of individuals sending a stimulus which is usually in verbal form, where the delivery process is carried out through communication channels, and there is a change or response to the message conveyed.

The relationship between communication and performance is reinforced by Herzberg's Motivation Theory, also known as the Two-Factor Theory. This theory was proposed by (Tuhuteru et al., 2021) along with the assumption that an individual's bond with work is fundamental and then the individual's attitude towards work can really either ensure success or failure. In other words, the attitude of employees in an organization / agency can determine the success or failure of the achievements that an organization or agency wants to achieve.

And research conducted by (Surajiyo & Jepri, 2020) about the Effect of Supervision and Communication on Employee Performance at the Musi Rawas Regency Education Office where the results of this study indicate that supervision has a positive and significant effect on employee performance and communication has a positive and significant effect on employee performance.

In contrast to research conducted by (Lustono & Hasnaeni, 2019) about the Effect of Communication, Competence, and Discipline on Employee Performance at the Office of the Research & Development Planning Agency (Baperlitbang) Banjarnegara where the results showed that Communication had no positive and insignificant effect on employee performance at the Baperlitbang Banjarnegara Office, Competence had no positive and insignificant effect on employee performance at the Baperlitbang Banjarnegara Office and Employee Discipline had a positive and significant effect on employee performance at the Baperlitbang Banjarnegara Office.

PT Jamkrindo is the largest guarantee company in Indonesia. As a credit guarantee company, Jamkrindo has various products, both program guarantee and non-program guarantee products. In program guarantees, PT Jamkrindo has KUR guarantee products and KMK guarantees in the framework of PEN. One of the companies engaged in credit guarantee in Indonesia is Perum Jamkrindo Makassar branch which is located at Jl. DR. Ratulangi No.140, Kec. Mariso, Makassar city. Perum Jamkrindo is a State- Owned Enterprise (BUMN) established by PP No. 41 of 2008.

Previously, researchers have conducted pre-research and observations conducted at the beginning to see the conditions that occur at PT Jamkrindo Makassar Branch where they have conducted an interview process with several employees and based on initial observations where there are conditions that make employee performance decline. In terms of supervision, supervisory activities have not run effectively and efficiently. This is because they assume that when employees have done the job according to the mechanism, there is no need to do the name supervision. Supervision that is carried out properly, then the work will run smoothly and can produce good work results as well. Whereas through supervision, various things can be monitored that can harm the organization, including mistakes in their work, shortcomings in the implementation of work, weaknesses in implementation and work methods.

Meanwhile, in terms of communication, the communication that occurs is not constructive, meaning that the way of communicating does not emphasize the positive side of what is conveyed between fellow employees because if there are mistakes in work, they do not give each other directions and instructions. This also causes poor reception of feed back, which is due to differences in the perception of each employee in the interpretation of the information they receive, so that there are often several mistakes during the implementation of tasks that

should not have happened, which then inevitably they have to do the work again and again, and it causes time delays in the submission of the task.

With these conditions, in the face of free competition, employees are required to have good performance, to increase work productivity optimally, meaning that every human resource is required to be able to carry out all their duties and responsibilities as well as possible, work quickly, precisely on the intended expectations and benefit the development of a company.

Understanding the phenomenon as an observed research gap or called gap research and the ideality of a theory in providing solutions to observed problems or theory, it is necessary to improve and fix things related to this system in an improve performance.

2. LITERATURE REVIEW

Definition of Management

Etymologically, the word management comes from English, namely management, which was developed from the word to manage, which means to organize or manage. The word manage itself comes from the Italian, maneggio, which was adopted from the Latin managiare, which comes from the word manus, which means hand.

While in terminology there are many definitions put forward by many experts. Management is a typical process, which consists of actions of planning, organizing, mobilizing and controlling which are carried out to achieve predetermined goals through the use of human resources and other sources. (Hasibuan, 2016) From the above definition, researchers can conclude that management is an activity carried out to direct and supervise all work activities in order to achieve the desired results and aim to achieve a common vision and mission.

Definition of Supervision

Supervision can be defined as the process of ensuring that organizational and management objectives are achieved. It deals with ways of making activities as planned. This definition shows a very close relationship between planning and supervision.

Control or supervision is a function in functional management that must be carried out by each leader of all units / work units towards the implementation of work or employees who carry out in accordance with their respective main duties. Thus, supervision by the leadership, especially in the form of inherent supervision (built in control), is a managerial activity carried out with the intention that no deviations occur in carrying out work. A deviation or error occurs or not during the execution of work depending on the level of ability and skill of employees. Employees who always receive direction or guidance from superiors tend to make fewer mistakes or deviations than employees who do not receive guidance.

From the above understanding, it can be said that supervision is very important in the organization. Thus, supervision is closely related to other management functions, especially the planning function. As seen in reality, the first step of the supervision process is actually a planning step. Likewise with other functions which are also closely related to the functions of organizing, preparing personnel and directing that have been planned effectively.

Definition of Communication

Communication in an organization is important in creating a common understanding of the information conveyed to each other. Organizational communication is the sending and receiving of organizational messages in formal and informal groups of an organization.

According to (WIbowo, 2014, p. 165) communication is a process in organizational settings to keep management and employees informed about various relevant matters. Meanwhile, according to (Haryani, 2016)) communication is a process by which a person (communicator) sends stimuli (usually with verbal symbols) to change the behavior of another person (communicant).

Based on the description above, it can be concluded that communication is the process of delivering and receiving messages to other people either directly or indirectly orally, in writing, or non-verbal language.

Definition of Employee Performance

The company can be said to be successful if the performance of human resources strives to improve employee performance to achieve predetermined company goals. According to Sandy (2015: 11), performance

is an achievement that has been achieved by employees in carrying out the work that has been given. Meanwhile, according to (Sutrisno, 2016, p. 151) performance or work performance is the result of work that has been achieved by a person based on his work behavior in carrying out activities at work.

Based on the above understanding, it can be concluded that employee performance is the achievement of employee results in a process of carrying out their duties in accordance with the responsibilities given. By improving employee performance, it will have a positive impact on the company, so that employees have a good and optimal level of performance to help realize company goals.

Conceptual Framework

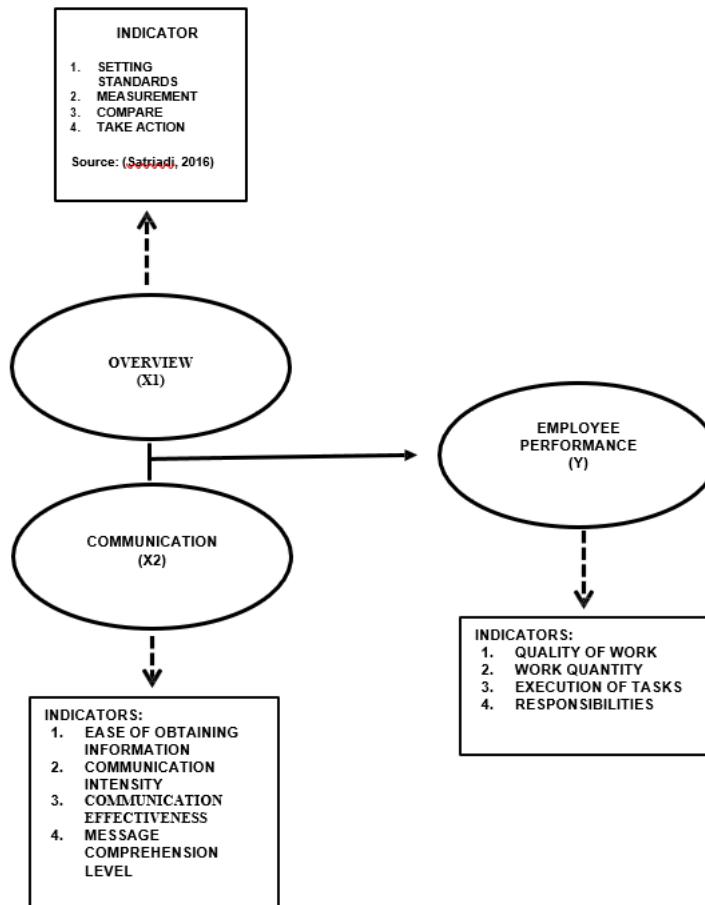
According to (Mudrajad Kuncoro, 2013, p. 45) The conceptual framework is a major foundation on which the entire research project is aimed. The conceptual framework is also a model that explains how a theory relates to important factors that are known in a particular problem ". The conceptual framework connects theoretically between the research variables, namely between the independent variable and the dependent variable. This study uses supervision and communication as independent variables, while employee performance is used as the dependent variable.

Performance is an assessment of how an individual has worked hard to exceed a predetermined target. Performance itself is employee behavior that is directly related to the company's production results. Performance is the quality and quantity that an individual produces from doing his job. Employee performance will increase along with the quality and comfort of the place where they work, if they are given the opportunity to develop their achievements, by involving them in every company activity and the company accepts their new ideas to be developed, it will create job satisfaction and improve the quality of employee performance. (Hadi et al., 2020)

So when supervision is carried out, it will reduce the risk of mistakes made by employees and make employees continue to improve their performance in completing their duties and responsibilities. As for me, I see a positive relationship between supervision and employee performance. This is in line with research conducted by Rosinta (Romauli Situmeang, 2017) where the results of his research show that supervision has an influence on employee performance.

Another factor that affects employee performance is communication. Communication is a process of conveying messages from one person to another / the other party. Communication is associated with the exchange of meaningful information and must bring results between the people who communicate. Communication requires information or messages to be conveyed and bonds between people who communicate can be built. Effective communication needs to control interactions in order to achieve the satisfaction of both parties so that it can affect employee performance.

A good working relationship between superiors and subordinates is one of the triggers for the growth and improvement of employee performance. In addition to the relationship between employees and superiors, the communication relationship between employees and other employees must be good. Horizontal communication can improve coordination between sections, increase cohesiveness, and increase overall company productivity. This theory explanation is supported by the results of research conducted by (Ardiansyah, 2016) where the results of his research show that interpersonal communication affects employee performance. The model addressed in this study can be shown in the following figure:

Figure 3.1 Conceptual Framework

3. RESEARCH METHOD

This type of research uses quantitative research. According to (Sugiyono, 2019, p. 17) quantitative research is defined as a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses.

The approach used in this research is an associative approach. According to (Sugiyono, 2019, p. 65) associative research is a formulation of research problems that asks about the relationship between two or more variables. In this study, the associative research strategy was used to identify the extent of the influence of supervision and communication on employee performance at PT Jamkrindo Makassar Branch.

4. RESULTS AND ANALYSIS

Respondent Identity

From the questionnaire that has been filled in by the respondent, the respondent's identity data is obtained. Presentation of data regarding the identity of the respondent is to provide an overview of the respondent's personal circumstances. The respondents in the study, namely, employees at the Makassar branch office of PT Jamkrindo, and those who responded to the questionnaire in this study were 37 respondents, seen in table 5.1:

Table 5.1 Respondent Overview

Gender	AMOUNT
Male	8
Female	29
Number of Respondents	37

Source: questionnaire data (2023)

Seen in table 5.1, there are 37 respondents in this study, 8 respondents are male employees, and 29 respondents are female employees.

1. Description of Research Data

a. Supervision (X1)

The indicators in the supervision variable (X1) have 4 statements and use answer choices on a Likert scale.

Table 5.2 Supervision indicators (X1)

Surveillance (X1)	Description	Score					Total
		STS	TS	N	S	SS	
X1.1	F	0	0	3	22	12	37
	%	0	0	8.1	59.5	32.4	100
X1.2	F	0	0	2	22	13	37
	%	0	0	5.4	59.5	35.1	100
X1.3	F	0	0	6	30	1	37
	%	0	0	16.2	81.1	2.7	100
X1.4	F	0	0	2	22	13	37
	%	0	0	5.4	59.5	35.1	100

Source of Questionnaire Data, Processed SPSS Ver. 25 (2023)

b. Communication (X2)

There are 4 indicators in the communication variable. Statements use answer choices with a Likert scale.

Table 5.3 Communication indicators (X2)

Communication (X2)	Description	Score					Total
		STS	TS	N	S	SS	
X2.1	F	0	0	0	26	11	37
	%	0	0	0	70.3	29.7	100

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X2.2	F	0	0	1	19	17	37
	%	0	0	2.7	51.4	45.9	100
X2.3	F	0	0	1	22	14	37
	%	0	0	2.7	59.5	45.9	100
X2.4	F	0	0	0	27	10	37
	%	0	0	0	73.0	27.0	100

Source of Questionnaire Data, Processed SPSS Ver. 25 (2023)

Employee performance (Y)	Description	Score					Total
		STS	TS	N	S	SS	
Y. 1	F	0	0	3	25	9	37
	%	0	0	8.1	67.6	24.3	100
Y. 2	F	0	0	5	25	7	37
	%	0	0	13.5	67.6	18.9	100
Y.3	F	0	0	3	25	9	37
	%	0	0	8.1	67.6	24.3	100
Y.4	F	0	0	4	24	9	37
	%	0	0	10.8	64.9	24.3	100

Source of Questionnaire Data, Processed SPSS Ver. 25 (2023)

c. Employee performance (Y)

There are 4 indicators in the employee performance variable (Y). The statement uses answer choices with a Likert scale.

2. Data Validity and Reliability Test

a. Validity Test

Table 5.5 Validity Test

Variables	Statement	R Count	R Table	Conclusion
Supervision (X1)	1	0,693	0,30	VALID
	2	0,789	0,30	VALID
	3	0,334	0,30	VALID
	4	0,789	0,30	VALID
communication (X2)	1	0,680	0,30	VALID
	2	0,724	0,30	VALID
	3	0,628	0,30	VALID
	4	0,629	0,30	VALID
	1	0,872	0,30	VALID

Source of Questionnaire Data, Processed SPSS Ver. 25 (2023)

Table 5.5 above shows that all indicators used to measure the variables used in this study have a correlation coefficient (r count) greater than r table, namely 0.30. Thus, all indicators are declared valid.

b. Reliability Test

Table 5.6 Reliability Test

Variables	Cronbach'sAlpha	R table	Description
supervision (X1)	0,700	0,60	Reliable
Communication (X2)	0,679	0,60	Reliable
Employee performance (Y)	0,920	0,60	Reliable

Source of Questionnaire Data, Processed SPSS Ver. 25 (2023)

Based on the table above, it shows that all items of the research variable statement, both the independent variable (supervision and communication) and the dependent variable (employee performance), are declared reliable because the Cronbach's alpha value is greater than the r table of 0.60. The Cronbach's alpha value of supervision (X1) is 0.700, the Cronbach's alpha value of communication (X2) is 0.679, while the Cronbach's alpha value of employee performance (Y) is 0.920.

3. Classical assumption test results

a. Normality Test

Table 5.7
Test results of Normality Test One-Sample Kolmogorov-Smirnov Test

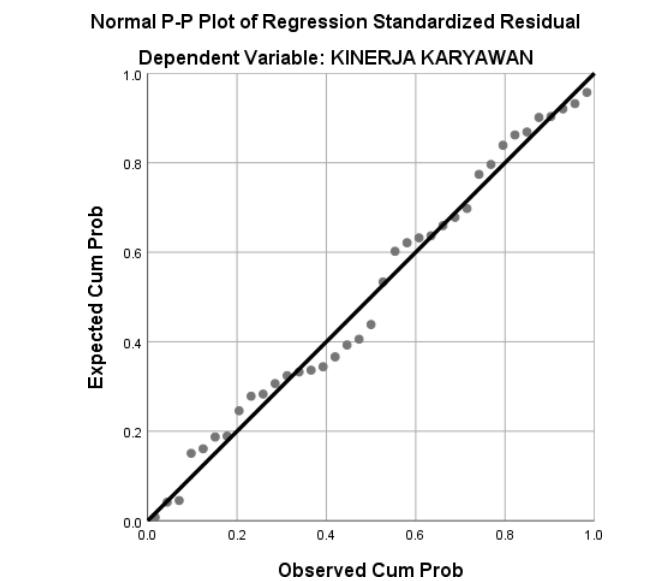
N	37
Normal Parameters ^{a,b}	
Mean	.0000000
Std. Deviation	.41673241
Most Extreme Differences	
Absolute	.083
Positive	.083
Negative	-.065

Test Statistic	.083
Asymp. Sig. (2-tailed)	.200 ^{c,d}

Source: Data processed by researchers, SPSS Ver.25 (2023)

In table 5.7, the results of the normality test above show that the test statistic value is $0.083 > 0.05$ and the Asymp. Sig. (2-tailed) $0.200 > 0.05$, it can be stated that the data tested is normally distributed.

In addition, to test the normality of the data, the P-P plot approach is used between the expected cumulative probability and the observed cumulative probability, which is presented in the following figure

Figure 5.2 Normal P-P Plot of Regression Standardized Residuals

Source: Data processed by researchers, SPSS Ver.25 (2023)

Based on the Normal P-P Plot of Regression Standardized Residual, the results above provide a statement that there is no problem with the normality test, meaning that based on the graph above, it shows the value of the data distribution reflected in the image with a dot that shows the data comes from normal distribution data, this shows that normal requirements can be met and can be used for further statistical testing because it can be said that the data is spread around the diagonal line.

b. Multicollinearity Test

Table 5.8
Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
OVERVIEW	.910	1.099
COMMUNICATION	.910	1.099

a. Dependent Variable: EMPLOYEE
PERFORMANCE

Source: Data processed by researchers, SPSS Ver.25 (2023)

Based on table 5.8, it shows that the Tolerance value on the supervision and communication variables is $0.910 > 0.10$ and the value of the supervision and communication variables with a VIF value of $1.099 < 10.00$. So it can be said that there are no symptoms of multicollinearity.

c. Heteroscedasticity Test

Table 5.9 Heteroscedasticity test results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	.141	.736		.192	.849
OVERVIEW	.102	.136	.134	.751	.458
COMMUNICATION	-.052	.153	-.060	-.338	.737

Source: Data processed by researchers, SPSS Ver.25 (2023)

Based on the results of the glacier test above, it shows that the significant value on the supervision variable is $0.458 > 0.05$ and the communication variable is $0.737 > 0.05$, so that based on the results of the heteroscedasticity test, it indicates that there is no diverse data (hetero).

DISCUSSION

a) Descriptive Statistical Analysis

**Table 5.10
Descriptive statistical analysis results Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
OVERVIEW	37	3.33	4.75	4.1714	.30498
COMMUNICATION	37	3.75	4.83	4.3495	.27016
EMPLOYEE PERFORMANCE	37	3.17	4.92	4.0965	.45527
Valid N (listwise)	37				

Source: Data processed by researchers, SPSS Ver.25 (2023)

In this study, the sample (N) used was 37 data, in detail the descriptive statistical analysis data for each independent variable and the dependent variable, the minimum, maximum, average (mean) and standard deviation values.

The supervision variable (X1) has a minimum value of 3.33 while the maximum value is 4.75 then the mean value is 4.1714 with a standard deviation value of 0.30498. This greater mean value indicates that the descriptive results of the variable data used are good.

The communication variable (X2) has a minimum value of 3.75 while the maximum value is 20 then the mean value is 4.3495 with a standard deviation value of 0.27016. This greater mean value indicates that the descriptive results of the variable data used are good. The employee performance variable (Y) has a minimum value of 3.17 while the maximum value is 4.92 then the mean value is 4.0965 with a standard deviation value of 0.45527. This greater mean value indicates that the descriptive results of the variable data used are good.

b) Inferential Statistical Analysis

Table 5.11
Results of inferential statistical analysis

Model	Coefficients ^a		Standardized Coefficients Beta	T	Sig.
	Unstandardized Coefficients B	Std. Error			
(Constant)	.141	.736		.192	.849
OVERVIEW	.102	.136	.134	.751	.458
COMMUNICATION	-.052	.153	-.060	-.338	.737

Source: Data processed by researchers, SPSS Ver.25 (2023)

From the table above, the following equation is obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 4.898 (\text{Constant}) + 0.457(X_1) + 0.622(X_2) + 1.330 (e)$$

The regression equation can be explained as follows:

- 1) The constant number of 4.898 states that if the supervision (X1), and communication (X2) value is 0, then the employee performance (Y) value is 4.898.
- 2) The coefficient of supervision (X1) of 0.457 states that every 1% increase in supervision (X1), it will increase employee performance (Y) by 0.457 when other variables do not change (constant).
- 3) The communication coefficient (X2) of 0.622 states that every 1% addition of communication (X2), it will increase employee performance (Y) by 0.622 when other variables do not change (constant).

1. Hypothesis Testing

a. Fisher Test or simultaneous test

Table 5.12
Model feasibility test results
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1.210	2	.605	3.289	.049 ^b
Residuals	6.252	34	.184		
Total	7.462	36			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), COMMUNICATION, SUPERVISION

Source: Data processed by researchers, SPSS Ver.25 (2023)

Based on the test results above, the calculated F value is 3.289 and the significant value of 0.049 is smaller than 0.05. So that the F table value is 3.2519. So this shows that $F_{\text{count}} > F_{\text{table}}$ or $3.289 > 3.2519$ and a significant value of $0.000 < 0.05$ so it can be said that this meets the criteria for model feasibility. And also this proves that H3 is accepted and H0 is rejected, so supervision and communication have a positive and significant effect simultaneously on employee performance at PT. Jamkrindo Makassar Branch.

b. Student Test (T Test)

Table 5.13
Student Test Results.
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	4.898	1.330		3.684	.001
OVERVIEW	.457	.246	.306	1.859	.072
COMMUNICATION	.622	.277	.369	2.244	.031

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed by researchers, SPSS Ver.25 (2023)

Based on the test results above, it can be described as follows:

1) The effect of supervision (X1) on employee performance (Y).

The t-test testing criteria in the table above, obtained t-count of 1.859 and a p-value of 0.072 greater than 0.05 and free degree = 37, then obtained a t-table of 2.0262.

Therefore, the results of the t-count value < t-table (1.859 < 2.0262) and the significant value is greater than the p-value of 0.05 or 0.072 > 0.05, it is stated that H0 is accepted and H1 is rejected. This means that supervision (X1) has no effect on employee performance (Y) at PT Jamkrindo Makassar Branch.

2) The effect of communication (X2) on employee performance (Y).

The t-test testing criteria in the table above, obtained a t-count of 2.244 and a p-value of 0.031 smaller than 0.05 and free degree = 37, then obtained a t-table of 2.0262.

Therefore, the result of the t-count value > t-table (2.244 > 2.0262) and the significant value is smaller than the p-value of 0.05 or 0.031 < 0.05, it is stated that H2 is accepted and H0 is rejected. This means that communication (X2) has a positive and significant effect on employee performance (Y) at PT. Jamkrindo Makassar Branch.

c. Coefficient of Determination (R)²

The coefficient of determination shows the magnitude of the influence of the independent variables together on the dependent variable. In this case the coefficient of determination is sought to determine how much influence and relationship can be explained by variations in supervision (X1), and communication (X2) on employee performance (Y).

Table 5.14
Results of the Coefficient of Determination (R)² Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403 ^a	.162	.113	.42881

a. Predictors: (Constant), COMMUNICATION, SUPERVISION

c. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed by researchers, SPSS Ver.25 (2023)

From table 5.12, it is known that the coefficient of determination (R) test is 0.403 or 40.3%. Based on this value, it can be said that the relationship between the independent variables, namely supervision (X1), and communication (X2) to employee performance (Y) has a relationship that is in the weak category.

The coefficient of determination (R²) value is 0.162 or 16.2%, which means it shows the influence between the independent variables, namely supervision (X₁), and communication (X₂) on the dependent variable, namely employee performance (Y). This means that employee performance (Y) can be influenced by supervision (X₁), and communication (X₂) while the remaining 83.8% is influenced by other factors not explained in this research model.

2. Interpretation of Research Results.

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

Based on the T test above, it shows that supervision has no effect on employee performance or H₁ is rejected with a t-count value < t-table (1.859 < 2.0262) and a significant value greater than the p-value of 0.05 or 0.072 > 0.05.

Supervision is an important aspect of management that aims to ensure that employees do their jobs effectively and efficiently. Effective supervision can help improve employee performance and achieve organizational goals. However, there are situations where supervision does not have a significant effect on employee performance. In this interpretation, the researcher presents several reasons why supervision has no effect on employee performance.

First, one of the reasons why supervision has no effect is the lack of employee involvement in the supervision process. If employees feel that they are only being supervised without any room to participate or provide input, they may lose motivation and not be motivated to improve their performance. It is important to involve employees in the supervision process, such as providing opportunities to give feedback or letting them participate in decision-making related to their work. By involving employees, they feel a sense of responsibility and feel valued, which in turn can improve their performance.

Secondly, overly authoritarian supervision or excessive control can also have a negative impact on employee performance. If employees feel that they are being watched constantly and no trust is given to them, they may feel constrained and not feel like they have the freedom to take initiative or innovate. In such a situation, employees tend to just do what they are told without putting in more effort or showing their true potential. Excessive supervision can also create a stressful work environment and trigger a sense of dissatisfaction, which can ultimately have a negative impact on employee performance.

Furthermore, a lack of clear and constructive feedback from supervisors can also lead to supervision that has no effect on employee performance. Employees need to get regular and meaningful feedback on their work. If supervisors do not provide clear feedback or only provide criticism without solutions or praise without direction, employees may feel confused about what is expected of them or how they can improve their performance. Good feedback should be constructive, specific and provide clear direction to employees, so they can improve their performance.

In addition, if the existing supervisory system is not supported by appropriate rewards or incentives, this can also reduce its influence on employee performance. Employees tend to respond better if they see clear rewards or recognition for their good performance. If supervision is not followed by motivating rewards, employees may lose the incentive to work harder or improve their performance.

2) The effect of communication (X₂) on employee performance (Y)

Based on the T test above, it shows that communication has a positive and significant effect on employee performance or H₂ is accepted with a t-count > t-table value (2.244 > 2.0262) and a significant value smaller than the p-value of 0.05 or 0.031 < 0.05.

Effective communication can play a very important role in improving employee performance. When communication is done well between supervisors and employees, it can have a significant positive impact on employee motivation, engagement and productivity.

Good communication helps create a clear understanding of work expectations and goals. When supervisors clearly communicate their expectations to employees, employees can understand what is expected of them in

carrying out their duties and responsibilities. This helps avoid any ambiguity or conflict that may arise due to different perceptions or improper understanding. With a clear understanding, employees can focus on the set goals and work towards their achievement more effectively.

Furthermore, positively influential communication also involves active listening and constructive feedback. When supervisors actively listen to employees, provide opportunities for employees to speak up, and pay attention to any issues or barriers they may face, it creates an inclusive and supportive work environment. Employees feel valued and heard, which in turn increases their motivation and engagement. Constructive feedback is also important to help employees improve their performance. Supervisors who provide regular feedback, giving praise and constructive suggestions, help employees to continue to develop and improve their skills.

In addition, effective communication also plays a role in shaping positive working relationships between supervisors and employees. When these relationships are based on mutual trust, understanding, and respect, employees feel more comfortable sharing ideas, seeking help, or expressing problems they are facing. Communication that takes place in a safe and open environment encourages employees to actively contribute, share knowledge and collaborate with their coworkers. This can result in a solid work team and improve overall productivity and quality of work.

Furthermore, communication between employees also helps to reduce conflict and improve problem resolution. When communication occurs in an open and transparent manner, employees find it easier to discuss differences of opinion or issues that may arise in the workplace. Effective communication allows the parties involved to listen to each other's views, seek a better understanding, and find solutions that are satisfactory for all parties involved. In this way, conflicts can be better addressed and do not interfere with overall employee performance. Finally, positively influential communication also plays a role in building a strong company culture and shared values. When supervisors consistently and clearly communicate organizational values, goals, and expectations to employees, it helps build unity and a common direction within the organization. Employees feel connected to the organization's goals and values, and this can motivate them to work with commitment and dedication. A strong culture can also increase employees' sense of ownership and identity with the company, which in turn can have a positive impact on their performance. Training results This argument is reinforced by research conducted by Hermawan & Suwandana, (2019) showed that communication has a positive and significant effect on employee performance.

3) The effect of supervision and communication (X2) simultaneously on employee performance (Y)

Based on the F test above, it shows that supervision and communication have a positive and significant effect on employee performance or H3 is accepted with the value of $F \text{ count} > F \text{ table}$ or $3,289 > 3,2519$ and a significant value of $0.000 < 0.05$.

Simultaneously positive supervision and communication have a significant impact on employee performance. The combination of effective supervision and good communication creates a supportive work environment, motivates employees, and increases overall productivity.

Effective supervision helps ensure that employees perform their duties and responsibilities well. Through supervision, supervisors can monitor and evaluate employee performance, provide feedback, and give clear direction. However, effective supervision must be supported by good communication. In this context, good communication between supervisors and employees allows supervisors to clearly explain performance expectations, convey expectations, and ensure a common understanding. This allows employees to have a clear view of what is expected of them and helps them better direct their efforts. Supervisors who communicate openly and listen well can understand the challenges or obstacles that employees may face. Conversely, employees who are able to communicate with their supervisors can help supervisors understand their perspectives, including any concerns or suggestions they may have. Effective communication allows

supervisors to respond appropriately and provide relevant guidance. With good communication taking place, employees feel heard and valued, and this contributes to their motivation to achieve better performance.

5. CONCLUSION

Based on the description above, it can be concluded that the problem identification process in maternal and child health policy in Subang Regency involves various parties, including government institutions, community groups and other institutions. In this process, the Subang District Health Service was proven to have great influence and high commitment in fighting for maternal and child health issues. However, there are weaknesses in completing the preparation of the Regional Action Plan (RAD), which require further attention. On the other hand, the active role of the Regional Government Budget Team/TAPD, Civil Registry Office, and Family Planning in the problem identification process makes an important contribution, even though there are shortcomings in their commitment. Meanwhile, participation by Bapermasper and KB shows significant involvement in the planning and coordination process, which is a positive step in ensuring that maternal and child health issues are given serious attention in regional development plans. Thus, to achieve the desired goal of reducing the Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR), it is important for all parties involved to continue to increase commitment, coordination and cooperation in the problem identification and policy formulation process. This will help ensure that the policies implemented are more effective and have a positive impact on improving maternal and child health in Subang Regency.

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