

Influence of Work Supervision System, Communication and Emotional Intelligence on Employee Performance Development Planning Agency at Sub-National Level Labuhanbatu Regency

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Abstract

This study aims to analyze the effect of work supervision, communication and emotional intelligence systems on employee performance at the Regional Development Planning Agency of Labuhanbatu Regency. The population in this study were 60 people. The sampling technique used was saturated sampling, so the sample size in this study was 60 people. The data collection method used a questionnaire/questionnaire. The results of multiple linear regression analysis obtained the equation $Y = 1.063 + 0.803X_1 + 0.564X_2 + 0.166X_3$. In the partial test (t test) the regression coefficient of the work supervision system variable (X_1) obtained a t value of $5.707 > t$ table 2.003 which means that the work supervision system variable has a positive and significant effect on the employee performance variable with a significant value of $0.000 < 0.05$. The communication variable (X_2) has a t-count value of $4.187 > t$ -table 2.003, which means that the communication variable has a positive and significant effect on the employee performance variable with a significant value of $0.000 < 0.05$. Emotional intelligence variable (X_3) obtained t value of $2.105 > t$ table 2.003 which means that emotional intelligence variable has a positive and significant effect on employee performance variables with a significant value of $0.040 < 0.05$. The results of the F test obtained that the Fcount value of $56.845 > F$ table 2.77 with a significant value of $0.000 < 0.05$ which means that the work supervision system, communication and emotional intelligence simultaneously have a positive and significant effect on employee performance. The results of the coefficient of determination test indicate that the work supervision, communication and emotional intelligence system variables have an influence of 75.3% on the employee performance variable, while the remaining 24.7% is influenced by other variables outside this study.

Keywords

work monitoring system;
 communication; emotional
 intelligence and employee
 performance



I. Introduction

Basically an organization does not only expect skilled employees, but rather expects employees who are willing to work hard and want to achieve optimal work results. A high level of competence will spur each organization to be able to maintain its survival by paying attention to aspects of human resources. Human resources as one of the internal factors that play an important role in the success or failure of an organization in achieving its goals, so it needs to be directed through good human resource management. Factors that can affect

employee performance include the work supervision system, communication and emotional intelligence.

Work monitoring system is needed in an organization to improve, evaluate and maintain employee performance. Unsupervised activities will be more detrimental to an organization because basically humans will act negatively as they please if they are not supervised. Communication has a big enough role in every work activity of an employee. By communicating activities in an organization will not be hampered because humans will relate to each other for the same purpose both between superiors and subordinates and fellow subordinates. Emotional intelligence or Good emotional abilities will be able to control themselves and others even though they experience problems in life, they are always optimistic that they can be resolved.

Phenomena or problems that occur in the Regional Development Planning Agency of Labuhanbatu Regency is caused by the lack of a work supervision system for employees. This causes an increase in the level of work errors carried out by employees in carrying out and completing their work. Lack of communication between superiors and subordinates results in differences of opinion. Bosses tend not to listen to input or ideas from their subordinates because they feel they are right with their opinions. Employees are also still not able to handle emotions when problems occur while they are working.

According to Muslihudin et al (2017) that employee performance is the result or level of success of an employee as a whole within a certain period of time in carrying out his duties compared to other things, such as work standards, targets or criteria that have been previously determined and mutually agreed upon. While the opinion of Amalini et al (2016) performance can be defined as a set of abilities that arise in a person based on knowledge, attitudes, skills, and motivation to produce something. Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people (Wulandari, 2021). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Employee performance indicators according to Ivancevich and Konopaske (2013) are: 1) quality of work, namely the quality of work achieved based on requirements, 2) quantity of work, namely quantity of work achieved based on conditions 3) completion time of work is the accuracy of completing work according to time 4) cooperation is the willingness and ability of employees to cooperate with colleagues in carrying out a task to achieve a common goal 5) Initiative is related to the initiative taken by employees in doing something related to work.

In the opinion of Dwiyanto (2016) that the work supervision system is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. Therefore, a good monitoring system must be able to immediately prevent deviations that occur, so that actions can be taken for further implementation so that the implementation of activities can be in accordance with or close to what was previously planned. The indicators of the work supervision system according to Jufrizen (2016) are: 1) determining the size or standard 2) providing an assessment or comparison of work results with predetermined standards 3) making corrections or correcting if deviations or errors occur.

Communication in an organization is an important factor in undergoing interaction with each other, if there is no communication, all individuals in the organization cannot know what they should do for the organization, leaders cannot receive information input and givers cannot give instructions. (Simbolon, 2021). Communication indicators according to Robbins and Judge, (2014) are: 1) communication with superiors. Communication that flows in higher levels in a group or organization 2) communication with subordinates. Communication that flows from one level in the group or organization to a lower level 3) communication with fellow co-workers. Communication that occurs between fellow members or co-workers of the same work group, among members of the work group at the same level.

Emotional intelligence is the ability to monitor and control the feelings of oneself and others and use those feelings to combine thoughts and actions (Goleman, 2017). Meanwhile, according to (Greenberg & Baron, 2016) emotional intelligence is the ability to understand oneself, empathize with the feelings of others, and regulate emotions, which collectively play a role in improving one's standard of living. Goleman (2017) says indicators of emotional intelligence are: 1) recognizing self-emotions, 2) managing self-emotions, 3) self-motivation, 4) empathy, 5) building relationships.

II. Research Methods

This type of research is a quantitative descriptive research. The place of this research was conducted at the Regional Development Planning Agency on Jl. H. Idris Hasibuan No. 4 Ujung Bandar, Labuhanbatu Regency, and North Sumatra. Data collection techniques used in the study were observation, documentation and questionnaires. The population in this study were employees of the Regional Development Planning Agency of Labuhanbatu Regency as many as 60 people. The sampling technique used is saturated sampling, namely determination technique sample by taking all members of the population as a sample then the size of the sample in this study amounted to 60 people.

III. Discussion

3.1 Results

Ghazali (2018) states that the validity test is used to measure the validity or validity of a questionnaire. The validity test in this study was 30 respondents who were carried out at the Regional Revenue Agency of Labuhanbatu Regency with the provisions of total correlation > value measurement criteria (0.5). The results of the validity test in this study can be seen in Table 1:

Table 1. Validity Test Results

| Variable Indicator Items | Total Correlation | Value Measurement Criteria | Description |
|---------------------------------|-------------------|----------------------------|-------------|
| Define size or standard | 0.864 | 0.5 | Valid |
| Give an assessment | 0.903 | 0.5 | Valid |
| Making corrections | 0.869 | 0.5 | Valid |
| Communication with superiors | 0.888 | 0.5 | Valid |
| Communication with subordinates | 0.908 | 0.5 | Valid |
| Communication with co-workers | 0.845 | 0.5 | Valid |
| Recognizing your own emotions | 0.819 | 0.5 | Valid |

| Variable Indicator Items | Total Correlation | Value Measurement Criteria | Description |
|---------------------------------------|-------------------|----------------------------|-------------|
| Managing your own emotions | 0.895 | 0.5 | Valid |
| Motivate yourself | 0.880 | 0.5 | Valid |
| Empathy | 0.757 | 0.5 | Valid |
| Build relationships with coworkers | 0.730 | 0.5 | Valid |
| Quality of work based on requirements | 0.826 | 0.5 | Valid |
| Quantity of work based on conditions | 0.844 | 0.5 | Valid |
| Job completion time | 0.831 | 0.5 | Valid |
| Cooperate | 0.837 | 0.5 | Valid |
| Initiative | 0.776 | 0.5 | Valid |

Description: total correlation > value measurement criteria (0.5).

Source: Research Results, 2021

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent when the same measuring instrument is measured. An indicator in the questionnaire is declared reliable if the value of Croanbach Alpha > the value measurement criteria (0.6). The results of the reliability test of this study can be contained in Table 2:

Table 2. Reliability Test Results

| Variable | Croanbach Alpha | Value Measurement Criteria | Description |
|------------------------|-----------------|----------------------------|-------------|
| Work Monitoring System | 0.845 | 0.6 | Reliable |
| Communication | 0.853 | 0.6 | Reliable |
| Emotional Intelligence | 0.875 | 0.6 | Reliable |
| Employee Performance | 0.880 | 0.6 | Reliable |

Description: croanbach neglilent > value measurement criteria (0.6).

Source: Research Results, 2021

Table 1 and Table 2 show that all items are declared valid and reliable. The next research uses the classical assumption test consisting of normality test, multicollinearity test and heteroscedasticity test. Here are the results of the normality test withusing the Kolmogorov-Smirnov One-Sample method:

**Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|--------------------------|----------------|-------------------------|
| N | | 60 |
| Normal Parameters, b | mean | .0000000 |
| | Std. Deviation | 1.64168136 |
| Most Extreme Differences | Absolute | .074 |
| | Positive | .074 |
| | negative | -.053 |
| Test Statistics | | .074 |
| asympt. Sig. (2-tailed) | | .200c,d |

a. Test distribution is Normal.

- b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- Description: asymp. Sig. (2-tailed) > 0.05 significant level.
Source: Research Results, 2021.

Table 3 normality test using the One-Sample Kolmogorov-Smirnov method has an Asymp value. Sig. (2-tailed) of $0.200 > 0.05$ significant level. So it can be concluded that the data is normally distributed. The results of the multicollinearity test can be seen in Table 4:

Table 4. Multicollinearity Test Results Coefficients^a

| Model | | Collinearity Statistics | |
|-------|------------------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | Work Monitoring System | .539 | 1,854 |
| | Communication | .574 | 1,741 |
| | Emotional Intelligence | .876 | 1.141 |

a. Dependent Variable: Employee Performance
Description: VIF value < 10 and $valuetolerance > 0.1$.
Source: Research Results, 2021.

Table 4 shows that the work supervision system variable has a VIF value < 10 ($1.854 < 10$) and a value of $tolerance > 0.1$ ($0.539 > 0.1$), the communication variable has a VIF value < 10 ($1.741 < 10$) and a tolerance value > 0.1 ($0.574 > 0.1$), the emotional intelligence variable has a VIF value < 10 ($1.141 < 10$) and tolerance value > 0.1 ($0.876 > 0.1$) so that it can be concluded that there is no multicollinearity. Testing the results of the next research is the results of the heteroscedasticity test using the Glejser method which can be loaded in Table 5:

Table 5. Heteroscedasticity Test Results Glejser Method Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3,243 | .858 | | 3.779 | .000 |
| | Work Monitoring System | -.087 | .072 | -.197 | -1.206 | .233 |
| | Communication | -.133 | .069 | -.307 | -1.938 | .058 |
| | Emotional Intelligence | .025 | .040 | .078 | .612 | .543 |

a. Dependent Variable: Abs_Res
Source: Research Results, 2021.

Heteroscedasticity test using the glejser method, it is known that the significant value of the work supervision system variable (X1) of 0.233, communication (X2) is 0.058 and emotional intelligence (X3) is 0.543. This explains that there is no heteroscedasticity due to the significant value > 0.05. The results of the next test with multiple linear regression can be seen in Table 6:

Table 6. Multiple Linear Regression Test Results
Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.063 | 1,680 | | .633 | .529 |
| | Work Monitoring System | .803 | .141 | .516 | 5.707 | .000 |
| | Communication | .564 | .135 | .367 | 4.187 | .000 |
| | Emotional Intelligence | .166 | .079 | .149 | 2.105 | .040 |

a. Dependent Variable: Employee Performance

Source: Research Results, 2021.

Based on Table 6, the following multiple linear regression equation is obtained: $Y = 1.063 + 0.803X_1 + 0.564X_2 + 0.166X_3$. Constant value = 1.063, meaning that if the variables of work supervision system, communication and emotional intelligence are 0 then the employee's performance is 1.063. The regression coefficient of the work supervision system = 0.803, meaning that if the work supervision system variable increases by 1 unit, the employee performance variable will increase by 0.803. The communication regression coefficient = 0.564, meaning that if the communication variable increases by 1 unit, the employee performance variable will increase by 0.564. Emotional intelligence regression coefficient = 0.166, meaning that if the emotional intelligence variable increases by 1 unit, the employee performance variable will increase by 0.166.

To test the research hypothesis, the t-test was used. This test was conducted to analyze the effect of the independent variables, namely the work supervision system (X_1), communication (X_2), and emotional intelligence (X_3) partially on the dependent variable, namely employee performance (Y). The decision-making criteria are error rate (α) = 5% and degrees of freedom (df) = n (number of samples) – k (number of variables used) = $60 - 4 = 56$, t table = 2.003. The results of the t test can be seen in Table 7:

Table 7. Partial Test Results (t Test)
Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.063 | 1,680 | | .633 | .529 |
| | Work Monitoring System | .803 | .141 | .516 | 5.707 | .000 |
| | Communication | .564 | .135 | .367 | 4.187 | .000 |
| | Emotional Intelligence | .166 | .079 | .149 | 2.105 | .040 |

a. Dependent Variable: Employee Performance

Source: Research Results, 2021

Based on Table 7, the work supervision system variable (X_1) obtained a t value of $5.707 > t$ table 2.003 which means that the work supervision system variable has a positive and significant effect on employee performance variables with a significant value of $0.000 < 0.05$. The communication variable (X_2) has a t -count value of $4.187 > t$ -table 2.003, which means that the communication variable has a positive and significant effect on the employee performance variable with a significant value of $0.000 < 0.05$. Emotional intelligence variable (X_3) obtained t value of $2.105 > t$ table 2.003 which means that emotional intelligence variable has a positive and significant effect on employee performance variables with a significant value of $0.040 < 0.05$.

The F test was conducted to test the independent variables, namely the work supervision system (X1), communication (X2) and emotional intelligence (X3) simultaneously having a significant relationship to the dependent variable, namely employee performance (Y). The decision-making criteria are: Error rate (α) = 5% and numerator degree = k (number of variables used) - 1 = 4 - 1 = 3, denominator degree = n (number of samples) - k (number of variables used) = 60 - 4 = 56, F table = 2.77. The results of the simulative significant test (Test F) can be seen in Table 8:

Table 8. Simulative Significant Test Results (Test F)

ANOVAa

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 484,238 | 3 | 161.413 | 56,845 | .000b |
| | Residual | 159.012 | 56 | 2.839 | | |
| | Total | 643.250 | 59 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Emotional Intelligence, Communication, Work Monitoring System

Source: Research Results, 2021

Table 8 shows the Fcount value of 56.845 > Ftable 2.77 with a significant value of 0.000 < 0.05. It can be concluded that the work supervision system, communication and emotional intelligence simultaneously have a positive and significant effect on employee performance. The coefficient of determination was carried out to analyze the effect of the independent variables, namely the work supervision system (X1), communication (X2) and emotional intelligence (X3) on the dependent variable, namely employee performance (Y). The results of the coefficient of determination can be seen in Table 9:

Table 9. Coefficient of Determination Test Results (R2)

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .868a | .753 | .740 | 1,685 |

a. Predictors: (Constant), Emotional Intelligence, Communication, Work Monitoring System

b. Dependent Variable: Employee Performance

Source: Research Results, 2021

Based on Table 9, it can be explained that the R Square value of the work supervision system, communication and emotional intelligence variables on the employee performance variable is 0.753. It can be concluded that the variable work monitoring system, communication and emotional intelligence have an influence of 75.3% on the employee performance variable, while the remaining 24.7% is influenced by other variables that are outside this research.

3.2 Discussion

The results of the t test, the work supervision system variable (X1) obtained a t value of 5.707 > t table 2.003 which means that the variable work monitoring system positive and significant effect on employee performance variables with a significant value of 0.000 < 0.05 so that the hypothesis is accepted. These results are in line with research conducted by

Situmeang (2017) that work monitoring system positive and significant effect on employee performance variables. The communication variable (X2) has a t-count value of $4.187 > t\text{-table } 2.003$ which means that the communication variable has a positive and significant effect on the employee performance variable with a significant value of $0.000 < 0.05$ so that the hypothesis is accepted. These results are in line with research conducted by Hendriani and Hariyandi (2014) that communication has a positive and significant effect on employee performance variables. Emotional intelligence variable (X3) obtained t arithmetic value of $2.105 > t\text{-table } 2.003$ which means that emotional intelligence variable has a positive and significant effect on employee performance variables with a significant value of $0.040 < 0.05$ so that the hypothesis is accepted. These results are in line with research conducted by Amilia and Purnama (2016) that emotional intelligence has a positive and significant effect on employee performance variables.

The results of the F test obtained that the Fcount value of $56.845 > F\text{table } 2.77$ with a significant value of $0.000 < 0.05$ which means that the work supervision system, communication and emotional intelligence simultaneously have a positive and significant effect on employee performance. The results of the coefficient of determination test show that variable work monitoring system, communication and emotional intelligence have an influence of 75.3% on the employee performance variable, while the remaining 24.7% is influenced by other variables that are outside this research.

IV. Conclusion

1. The work supervision system has a positive and significant effect on the performance of the Regional Development Planning Board of Labuhanbatu Regency employees.
2. Communication has a positive and significant effect on the performance of employees of the Regional Development Planning Agency of Labuhanbatu Regency.
3. Emotional intelligence has a positive and significant effect on the performance of employees of the Regional Development Planning Agency of Labuhanbatu Regency
4. The work supervision system, communication and emotional intelligence simultaneously have a positive and significant effect on the performance of the Labuhanbatu Regency Regional Development Planning Agency employees.

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