
**THE EFFECT OF LEADER'S SUPERVISION AND WORK FACILITIES
ON EMPLOYEES' WORK MOTIVATION AT EDUCATION OFFICE**

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Abstract

This research aimed to find out the effect of leader's supervision and work facilities on the employees' work motivation at the Education Office of Maros Regency. The research method was a Quantitative analysis method which consisted of collecting questions, observations, interviews, and documents then processed in the form of frequency distribution tables. The analysis technique used was multiple regression analysis by using SPSS Ver. 22. The simultaneous test result indicated that the leader's supervision and work facilities variable simultaneously had a significant positive effect on the employees' work motivation at the Education Office of Maros Regency. The partial test result showed that the leader's supervision had a significant positive effect on the employees' work motivation while the work facilities variable did not have an impact on the employees' work motivation at the Education Office of Maros Regency.

Keywords: Supervision, Leader, Work Facilities, Work Motivation

INTRODUCTION

Human resource is the determining element in managing an organization. All organizations want qualified employees. One factor that can improve the quality of employees is motivation. Therefore, the managers of the organization make efforts to improve their human resources. The role of leader in conducting supervision and providing work support facilities is an effort to motivate and maximize the role of employees in carrying out tasks.

In this regard, a study is conducted at the Education Office of Maros Regency to find out the effect of leader's supervision and work facilities on work motivation. One of the efforts made is supervision and providing good facilities to its employees, so that employees become motivated to realize organizational goals. The role of the leader is an important element for employees in the form of supervision and work facilities and as a forum to motivate all components of the organization to carry out their tasks. Based on the description in the background, the main research question is: "Is there a simultaneous effect of the leader's supervision and work facilities on employees' work motivation and does it partially affect the employees' work motivation at the Education office of Maros Regency?"

LITERATURE REVIEW

A. Human Resource Management

Human resource management is one of the disciplines that regulate the relationship and role of human resource to realize organizational goals efficiently and effectively. The quality of human resource plays an important role in an organization. This shows that through managerial and operational functions, human resource management can help organizations to realize their goals.

Human resource management activities in its managerial function are to carry out the planning, organizing, directing, and controlling activities of the operational functions of human resource management.

These managerial functions are in line with the opinion of Hasibuan (2002) as follows: (1) Human Resource Planning is the process of activities carried out to predict and plan workforce in accordance with the needs and availability of good employees. (2) Organizing refers to organizing all employees through an organizational chart by organizing the division of labor, and work relationships and delegating authority. (3) Staffing refers to directing all employees to create cooperation between them. (4) Controlling refers to supervising employees with the aim that employees follow the rules and work according to plan.

B. Definition of Supervision

The definition of supervision as well as the limitations and opinions of experts in their fields are described as follows. Samsudin (2005: 299) argues that supervision of human resources is a management activity in conducting observations of human resources in the organization.

1. Types of supervision

Organizational leaders in supervising their employees there are various forms of supervision that are commonly carried out, namely:

a. Internal and External Supervision

Internal control is an evaluation conducted directly by leader or supervisor and is routine.

External evaluation activities are carried out by external audit departments of the organization being supervised.

b. Preventive Supervision

Preventive controlling form is to supervise before the activity is carried out; this is done to avoid any misappropriations.

2. Principle of Supervision

One of the basic principles in supervision is to ensure the implementation of work in accordance with the plan, so that there must be certain planning, instructions, and authority to our subordinates. Another principle is that it must reflect the nature of the needs of the activity to be evaluated, be able to immediately report misappropriations, be flexible which means that it can reflect organizational patterns, be economical, understandable, and be able to guarantee the implementation of corrective actions.

3. Definition of Leader

According to Hasibuan (2002), a leader (head) is someone who uses authority and leadership, who directs subordinates to do some of their work in achieving organizational goals.

Leader is a leader who has the qualities of leadership and authority (personality-authority).

His/her leadership philosophy is that leaders are for subordinates and belongs to subordinates.

Head is a leader who in exercising his/her leadership only on the power that he/she has.

4. Indicators of Leader's Supervision

There are some indicators of leader's supervision, namely:

a. Controlling

- b. Justice
- c. Discipline

C. Work Facilities

In carrying out activities in the office, it is needed resources in the form of tools and facilities as a support. These tools and facilities are referred to as work facilities. Completeness of the facilities available at an office or institution will affect the comfort of employees in carrying out their tasks. Without tools or facilities, the work might not be completed.

Sofyan (2001: 22) mentions the types of work facilities are as follows:

- a. All equipments used to support the existing production process in the form of machinery and equipments.
- b. Buildings, bridges, roads, fences and others are supporting infrastructure to facilitate employees' activities.
- c. Supporting facilities are in the form of office equipments, such as tables, chairs, cupboards, computers, photocopiers, printers, calculators, laboratory equipments and electronic equipments.

D. Definition of Motivation

Motivation is a condition that encourages people to carry out tasks in accordance with their functions within the organization (Bangun, 2012: 312). Motivating is the whole process of providing motivation (encouragement) to employees so that they want and like to work so that organizational goals can be achieved effectively and efficiently (Wursanto, 2003: 267). Motivation is the desire to do something and determine the ability to act to satisfy individual needs.

E. Conceptual Framework

The interrelationships of the three variables and their indicators are presented systematically as follows:

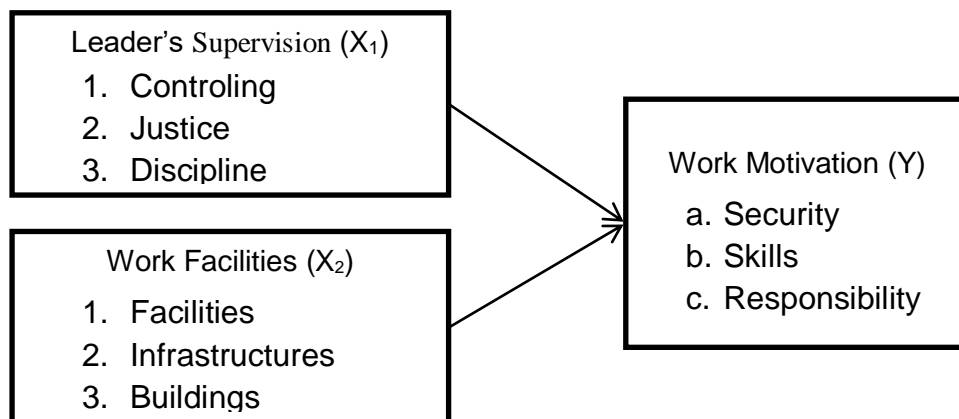


Figure 1. The Conceptual Framework

F. Hypothesis

Based on the theory and supporting references that have been put forward, the hypotheses that

the researchers propose are as follows:

1. The Leader's Supervision and work facilities affect the work motivation
2. It is suspected that the Leader's Supervision affects the work motivation
3. It is suspected that work facilities affect the work motivation

RESEARCH METHOD

A. Type of Research

This research was a descriptive research type that refers to a research approach system by solving actual problems through collecting data, compiling, clarifying, and analyzing data regarding to the effect of leader's supervision and work facilities on work motivation. It aimed to provide the description of the facts of the object under this study, namely from the sample data collected and analyzed with conclusions that were generally accepted according to the method proposed in this study, namely there was a correlation between the effect of leader's supervision and work facilities on employees' work motivation.

B. Population and Sample

The population of this research was 74 employees at the Education Office of Maros Regency. The sampling technique was by census so that the number of samples consisted of 74 people.

C. Research Site and Time

This research was conducted at the Education Office of Maros Regency for 2 months starting in May to June 2019.

D. Variable Operational Definitions

Supervision (X_1) is a variable that affects other variables. The intended supervision is management activities in conducting observations of employees in the Education Office of Maros Regency. The indicators used are: (1) Controlling or supervision is a management functions in the form of procurement assessments or corrections, so that employees can be directed in accordance with organizational goals. (2) Justice is the condition of a morally ideal truth regarding something that is good regarding an object or person. (3) Discipline is a characteristic or ability possessed by someone to obey and be able to control his/her self, in order to remain in compliance with the rules that have been made or agreed.

Work Facilities (X_2) are all forms of resources used as supporting facilities in carrying out office tasks. The indicators are (1) Facilities are all things that can facilitate and strengthen the work done. (2) Infrastructures are everything that is the main support for the implementation of an activities process. (3) Buildings are man-made structures consisting of walls and roofs that are permanently constructed somewhere.

Motivation (Y) is the desire to do something and determine the ability to act to satisfy individual needs. Its indicators consist of (1) Security is a state of effort in protecting something from something that is deemed not good or beneficial. (2) Skills are the ability to use reason, thoughts, ideas and creativity in doing, changing or making something more meaningful so as to produce a value from the results of the work. (3) Responsibility also means to act as an expression of awareness of its obligations.

E. Types and Sources of Data

1. Types of Data

Quantitative data is data that is needed in the form of information that supports this writing which is obtained from the results of interviews and documents/archives in the office such as operational data at the education office on work motivation.

2. Sources of Data

a. Primary Data

Primary data is data obtained by conducting direct observations on companies and direct interviews with leaders and staff related to this research.

b. Secondary Data

Secondary data is data obtained from documents relating to the Education Office about the leadership towards work motivation.

F. Data Collection Methods

To obtain the best information with the assumption that the objectives of this research could be achieved, the researchers used the following data collection methods:

1. Observation refers to collecting data by conducting observations directly on site to obtain accurate data.
2. Interviews are data collection by asking questions directly to the leaders and employees of the Education Office of Maros Regency.
3. Documentations are the data collection by collecting documents at the official office that are related to the problem to be discussed.

G. Data Analysis Technique

In this research, the data analysis was conducted by using multiple linear regression analysis. Multiple linear regression analysis was used to find out how much influence the independent variables, i.e., leader’s supervision (X_1), work facilities (X_2) towards motivation (Y) at the Education Office of Maros Regency. The multiple linear regression equation used in this research is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Explanation:

Y = Motivation

a = Constanta

X_1 = Leader’s Supervision

X_2 = Work Facilities

FINDINGS AND DISCUSSION

A. Findings

Multiple Linear Regression Analysis

Table 1
Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.871	.943		-.924	.359

Supervision	1.787	.109	1.538	16.326	.000
Work Facilities	-1.016	.165	-.579	-6.149	.000

Source: SPSS data processed, (2019)

Based on the Table 1 above, the multiple regression equation is arranged as follows:

$$Y = -0,871 + 1,787X_1 - 1,016X_2$$

The equation shows that the relationship X_1 (Supervision) with Y (work motivation) is positive and the coefficient is 1.787. This assumes that X_1 (supervision) that if the leader's supervision is higher, so the level of employees' motivation is higher.

Then, the relationship of X_2 (work facilities) to work motivation is negative with a coefficient is -1.016. This indicates that the work facilities in the education office of Maros Regency did not have an impact on employees' motivation.

In column t , it is indicated that the t_{count} in the leader's supervision row is 16,326, while t_{table} with $\alpha = 0.05$ with a degree of freedom $(n-2) = (74-2) = 72$, then the value of $t_{table} = 2.22892$ (the value of the test results is obtained 2 tailed with $\alpha = 0.05/2 = 0.025$).

Therefore, t_{count} is greater than t_{table} , and then H_0 is rejected. This identified that the leader's supervision variable (X_1) had a significant effect on the confidence level of 95%. Then in column t and in the leader's supervision row (X_2) in table 1 shows the t_{count} value is -6,149, while the value in t_{table} is 2,2892. This means that H_0 is rejected; it means that the leader's supervision (X_2) has no significant effect on work motivation (Y) at the 95% confidence level.

Table 2
Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.983	0.967	0.966	0.77132

Source: SPSS data processed (2019)

Table 2 shows that the correlation coefficient (R) is 0.983 which identifies that the leader's supervision (X_1) variable and the work facilities (X_2) variable simultaneously have a very strong relationship to the work motivation (Y) variable.

Meanwhile, the coefficient of determination (R^2) of 0.966 identifies that X_1 (leader's supervision) and X_2 (work facilities) variable simultaneously contribute to the rise or fall of variable Y (Motivation), i.e., 0.966% and the rest of 3.3% was influenced by other factors outside this research's variables.

B. Discussion

This study investigated two variables X namely leader's supervision, work facilities and Y variable namely work motivation. Based on the results of multiple linear regression, it is found that the relationship X_1 (leader's supervision) with Y (work motivation) is positive and the

amount of supervision is 1,787 and the relationship of X_2 (work facilities) to Y (work motivation) is negative with less influence of -1,016. It assumes that X_1 is constant. This shows that the leader's supervision and work facilities have an effect on the work motivation at Education Office of Maros Regency.

The supervision function is an effort made by the leaders to ensure that the activities carried out by employees are in accordance with established standards. Through the supervision, a leader can also evaluate the occurrence of irregularities committed by employees. Supervision will be the basis for giving awards to employees who excel in the form of performance benefits and sanctions for those who violate. This has become a special motivation for education office staffs of Maros Regency because they assume that leaders respect their work's results.

This finding is in line with research conducted by Siregar (2017) entitled the Effect of Supervision and Motivation on Employees' Performance at PDAM Tirtanadi of North Sumatra. The results showed that supervision affects the employees' performance at the PDAM Tirtanadi of North Sumatra at the central office.

Variable X_2 (work facilities) did not significantly influence the employees' motivation at the education department of Maros Regency. Based on the information obtained, the employees assumed that what motivates them to do work is the amount of incentives that they receive and awards given by the leaders.

This is congruent with the opinion stated by Abbah (2014) that generally every employee or official gets the same rights in the reward system. Furthermore, Mangkunegara (2009) argues that in addition to reward, someone will be given incentives in accordance with performance with the aim of being motivated to achieve good performance.

CONCLUSION AND SUGGESTION

A. Conclusions

Based on the results of the research discussed in the findings and discussion, the researchers draw the conclusion that the leader's supervision and work facilities at the Education Office of Maros Regency are influential. This is illustrated as follows:

1) Leader's Supervision

Supervision in the Education Office of Maros Regency in terms of leadership was matter influential because a leader conducted the direct supervision to employees during working hours.

2) Work Facilities

The work facilities at the Education Office of Maros Regency did not have an effect on increasing employees' motivation. Although, in terms of tools or facilities and infrastructure were adequate enough to the needs of the employees. However, the biggest motivation of employees in doing their jobs was by providing incentives in the form of performance benefits and rewards that they get from their works.

B. Suggestions

1. Even though the leader's supervision is good, it still needs to be improved so that employees are more motivated.

2. In terms of facilities, the Education Office of Maros Regency should provide facilities that meet the needs of employees and provide training to service personnel who have not been able to operate the tools available in the service process at the Education Office of Maros Regency.

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