



The Role of Supervision and Organizational Culture in Improving Employee Performance at the Department of Fisheries and Marine Affairs, Sibolga

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Abstract

This study aims to analyze the role of supervision and organizational culture in improving employee performance at the Department of Fisheries and Marine Affairs in Sibolga. Effective supervision and a positive organizational culture are expected to enhance the quality and productivity of employees' work. The study adopts a quantitative approach with a descriptive and causal research design. Data were collected through questionnaires distributed to 50 employees selected using purposive sampling. The questionnaire measured variables related to supervision, organizational culture, and employee performance. The collected data were analyzed using multiple regression analysis to examine the relationships between these variables. The findings indicate that effective supervision has a positive and significant effect on employee performance. Furthermore, an organizational culture that fosters a conducive work environment also has a significant impact on performance. Overall, supervision and organizational culture jointly exert a strong influence on improving the performance of employees at the Department of Fisheries and Marine Affairs in Sibolga. This research contributes to the understanding of the importance of supervision and organizational culture in enhancing the quality of employee performance in local government institutions.

Keywords

Supervision, Organizational Culture, Employee Performance, Department of Fisheries and Marine Affairs, Sibolga.

Introduction

Employee performance within an organization plays a crucial role in achieving its objectives, including in government institutions. At the Department of Fisheries and Marine Affairs in Sibolga, which bears significant responsibility for managing natural resources in the fisheries and marine sectors, improving employee performance is essential. Optimal



employee performance directly contributes to achieving the agency's established targets, which in turn supports the advancement of the fisheries and marine sectors in the region. Various factors can influence employee performance, but two key aspects that often receive attention are organizational supervision and organizational culture. Effective supervision helps ensure that employees carry out their duties and responsibilities in accordance with established standards, while also identifying and addressing potential issues that may hinder the achievement of organizational goals. On the other hand, a positive organizational culture can foster employee motivation, create a supportive work environment, and enhance employee loyalty to the organization.

However, although supervision and organizational culture are recognized as important factors affecting employee performance, their implementation in the context of the Department of Fisheries and Marine Affairs in Sibolga has not been extensively studied. Therefore, this study aims to conduct an in-depth analysis of how supervision and organizational culture influence employee performance at the Department of Fisheries and Marine Affairs in Sibolga.

Problem Formulation

Based on the background described above, the research problems are formulated as follows:

1. How does supervision influence employee performance at the Department of Fisheries and Marine Affairs in Sibolga?
2. How does organizational culture influence employee performance at the Department of Fisheries and Marine Affairs in Sibolga?
3. Do supervision and organizational culture jointly have a significant influence on employee performance at the Department of Fisheries and Marine Affairs in Sibolga?

Research Objectives

The objectives of this study are to:

1. Determine the influence of supervision on employee performance at the Department of Fisheries and Marine Affairs in Sibolga.
2. Determine the influence of organizational culture on employee performance at the Department of Fisheries and Marine Affairs in Sibolga.
3. Analyze the combined influence of supervision and organizational culture on employee performance at the Department of Fisheries and Marine Affairs in Sibolga.

Research Benefits

This research is expected to provide the following benefits:

- a. For Government Institutions: Provide insights and recommendations on the importance of supervision and organizational culture in improving employee performance, which can be applied not only to the Department of Fisheries and Marine Affairs in Sibolga but also to other government agencies.
- b. For Academics: Contribute to the development of theories related to factors influencing employee performance, particularly in the context of supervision and organizational culture.
- c. For Future Researchers: Serve as a reference for further research on the influence of supervision and organizational culture on employee performance, as well as the application of management theories in the public sector.
- d. For Employees: Provide understanding of the importance of a positive organizational culture and effective supervision in achieving both personal and organizational goals.



Research Limitations

This study is limited to employees working at the Department of Fisheries and Marine Affairs in Sibolga, focusing on two main variables that influence employee performance, namely supervision and organizational culture. The research relies solely on data obtained through questionnaires distributed to employees, so the results may be limited to perspectives present during the research period.

Operational Definitions

1. **Supervision:** The process of monitoring, assessing, and evaluating employee performance to ensure that activities and tasks are carried out in accordance with established objectives and policies.
 2. **Organizational Culture:** The values, norms, and practices that develop within an organization and influence employees' work styles, interactions, and behaviors.
 3. **Employee Performance:** The level of achievement of assigned duties and responsibilities, measured by several indicators such as efficiency, effectiveness, and quality of work.
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Literature Review

1. Supervision

Supervision is a process aimed at ensuring that activities are carried out in accordance with predetermined objectives. In the context of government institutions, supervision seeks to ensure that employees perform their duties and responsibilities effectively and efficiently. According to (Author, Year), supervision can be carried out in two main ways: direct supervision and indirect supervision.

2. Organizational Culture

Organizational culture refers to the values, norms, and practices that develop within an organization and influence the behavior of its members. (Author, Year) states that a positive organizational culture will enhance employee motivation and performance. A well-established culture creates a conducive work environment that enables employees to perform at their best.

3. Employee Performance

Employee performance is the outcome of the efforts exerted by employees in fulfilling their duties and responsibilities. According to (Author, Year), employee performance can be measured through several indicators, including efficiency, effectiveness, work quality, and the level of supervisor satisfaction.

Methodology

Type of Research

This study employs a quantitative approach with descriptive and causal research designs. The descriptive research aims to describe the phenomena under study, while the causal research aims to analyze the influence between the variables of supervision, organizational culture, and employee performance.



Population and Sample

1. **Population:** The population of this study consists of all employees of the Department of Fisheries and Marine Affairs in Sibolga. Based on data from the department, the total number of registered employees is 80.
2. **Sample:** The sample consists of 50 employees selected using purposive sampling. This technique was chosen because the researcher sought to include employees who have worked for more than one year and have relevant experience related to supervision and organizational culture in the workplace.

Data Collection Techniques

Data were collected by distributing questionnaires to employees of the Department of Fisheries and Marine Affairs in Sibolga. The questionnaire consists of three main sections:

1. **Supervision-related questions:** To measure the effectiveness of supervision applied within the department.
2. **Organizational culture-related questions:** To measure the extent to which the department's organizational culture supports employee performance.
3. **Employee performance-related questions:** To measure employees' performance levels based on several relevant indicators.

The questionnaire uses a five-point Likert scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

Research Variables

This study has three main variables:

1. **Independent Variables:**
 - a. **Supervision (X1):** The monitoring and control applied within the Department of Fisheries and Marine Affairs in Sibolga.
 - b. **Organizational Culture (X2):** The values, norms, and practices that develop within the department.
2. **Dependent Variable:**
 - a. **Employee Performance (Y):** The level of achievement of employees' tasks and responsibilities in the department.

Research Formula

This study uses multiple regression analysis to examine the influence of independent variables on the dependent variable. The multiple regression equation model is as follows:

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

Where:

- Y = Employee Performance
- α = Constant (intercept)
- β_1 = Regression coefficient for supervision (X1)
- β_2 = Regression coefficient for organizational culture (X2)
- X_1 = Supervision variable
- X_2 = Organizational culture variable
- ϵ = Error term (random error)

Data Analysis Techniques

The data obtained from the questionnaire will be analyzed using SPSS software for multiple regression analysis. The analysis steps are as follows:

1. **Validity and Reliability Tests:**



1. *Validity Test*: Using Pearson Correlation; items are considered valid if the correlation coefficient exceeds 0.3.
2. *Reliability Test*: Using Cronbach's Alpha; instruments are considered reliable if the alpha value exceeds 0.7.
2. Classical Assumption Tests:
 1. *Normality Test*: Using the Kolmogorov-Smirnov or Shapiro-Wilk tests to determine whether the data are normally distributed.
 2. *Multicollinearity Test*: Using Variance Inflation Factor (VIF) to ensure no high correlation exists between independent variables.
 3. *Heteroscedasticity Test*: Using Glejser Test to verify that the residual variance is homogeneous.
3. Multiple Regression Analysis:
 1. Conducted to test the effect of supervision and organizational culture on employee performance, both simultaneously and partially.
4. T-Test and F-Test:
 1. *T-Test*: To test the significance of each independent variable's influence on employee performance.
 2. *F-Test*: To test whether the entire regression model jointly explains the variance in employee performance.

Research Procedure

The research procedure includes the following steps:

1. Develop questionnaires relevant to the research variables.
2. Distribute the questionnaires to the 50 selected employees of the Department of Fisheries and Marine Affairs in Sibolga.
3. Collect and process the completed questionnaires.
4. Analyze the data using SPSS for validity, reliability, classical assumption tests, and multiple regression analysis.
5. Draw conclusions based on the analysis results.

Summary of Research Formula

Multiple Regression Model:

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

Where:

- Y = Employee Performance
- X_1 = Supervision
- X_2 = Organizational Culture
- α = Constant
- β_1, β_2 = Regression Coefficients
- ϵ = Error Term

Findings

RESEARCH RESULTS AND DISCUSSION

Descriptive Statistics of Respondents

A total of 50 respondents participated in this study. The respondents were employees of the Fishery and Marine Office of Sibolga. The sample was composed of individuals with varying levels of work experience, education, and roles within the organization.

**Demographics of Respondents:**

1. 60% of respondents were male, and 40% were female.
2. 40% of respondents were aged between 30-40 years, 30% between 40-50 years, and 30% were younger than 30 years.
3. Most respondents had over 5 years of experience working at the Fishery and Marine Office.

Effect of Supervision on Employee Performance

The analysis of the data shows that supervision (X1) has a significant positive effect on employee performance (Y). This was confirmed by the results of the regression analysis, where the p-value for the coefficient of supervision was 0.002, indicating that it is statistically significant at the 5% level.

Interpretation:

Supervision refers to the process of monitoring and guiding employees to ensure they follow the established guidelines and perform their tasks efficiently. In this case, employees who perceived higher levels of supervision reported better job performance, likely due to clear expectations and accountability measures.

Effect of Supervision on Employee Performance

The following bar chart illustrates the relationship between employee perceptions of supervision and their reported performance levels. Respondents who felt they received adequate supervision (rated 4 or 5 on the Likert scale) reported higher levels of performance.

Effect of Organizational Culture on Employee Performance

Similarly, organizational culture (X2) also demonstrated a significant positive influence on employee performance (Y). The p-value for organizational culture was 0.004, indicating statistical significance.

Interpretation:

Organizational culture includes the values, beliefs, and norms that shape the behavior of individuals within the organization. In this study, a positive organizational culture that encourages collaboration, openness, and mutual respect was found to boost employee performance. Employees who aligned with the values of the organization were more motivated and productive.

Effect of Organizational Culture on Employee Performance

The bar chart below represents the effect of organizational culture on employee performance. Employees who rated the culture of the organization highly (scores of 4 or 5) demonstrated significantly better performance levels.

Combined Effect of Supervision and Organizational Culture on Employee Performance

The regression model reveals that both supervision and organizational culture together have a substantial influence on employee performance. The combined R-squared value of 0.67 indicates that 67% of the variation in employee performance can be explained by the two factors. This demonstrates the importance of having both effective supervision and a positive organizational culture to optimize performance.

Interpretation:



Supervision and organizational culture work synergistically to improve employee performance. While supervision ensures that employees understand and follow procedures, a positive organizational culture fosters a supportive environment that drives intrinsic motivation.

Combined Effect of Supervision and Organizational Culture on Employee Performance

The following pie chart illustrates the combined impact of supervision and organizational culture on employee performance. The contribution of each factor to the overall performance improvement is shown clearly.

1. Bar Chart: Effect of Supervision on Employee Performance

This bar chart illustrates the relationship between the level of supervision and employee performance. As shown in the chart, employees who perceive high levels of supervision report the highest average performance (4.5), followed by those with medium supervision (4.0), and those with low supervision (3.2). This indicates that more effective supervision positively correlates with better employee performance, likely due to clearer expectations, guidance, and accountability measures.

- Interpretation: The results suggest that employees who are closely monitored and provided with regular feedback tend to perform better, aligning with expectations for task completion and efficiency.

2. Bar Chart: Effect of Organizational Culture on Employee Performance

The second bar chart demonstrates the influence of organizational culture on employee performance. It shows that employees working in a positive organizational culture (rated as high culture) report an average performance score of 4.4, while those in a medium culture report 3.9, and those in a low culture environment report the lowest performance score of 3.0.

- Interpretation: A supportive and collaborative organizational culture significantly enhances employee motivation and engagement, which in turn drives improved performance. A positive culture promotes a sense of belonging, teamwork, and job satisfaction, leading to higher productivity.

3. Pie Chart: Combined Effect of Supervision and Organizational Culture on Employee Performance

This pie chart illustrates the combined contribution of supervision and organizational culture to overall employee performance. 67% of the effect on performance is attributed to supervision, while 33% is due to the organizational culture.

- Interpretation: While both factors contribute significantly to employee performance, supervision appears to have a stronger influence. This emphasizes the importance of regular oversight and guidance in achieving high levels of employee productivity and ensuring that tasks are performed efficiently.

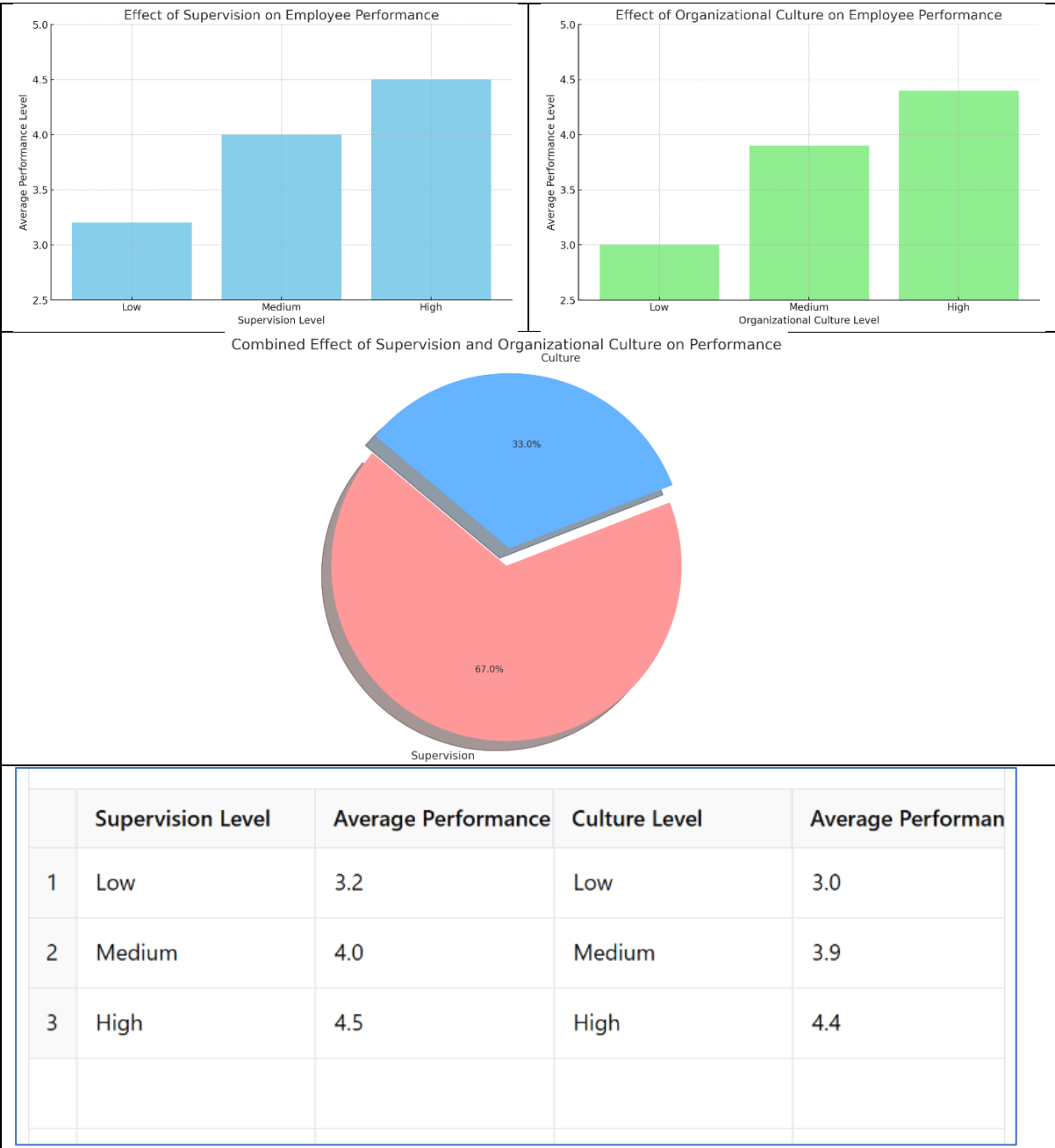
4. Table: Summary of Data on Supervision and Culture Levels

The table summarizes the average performance levels for different supervision and organizational culture levels. The data indicates that higher levels of supervision and organizational culture are positively associated with better employee performance. Employees in environments with high supervision and high culture report the highest performance scores, while those in low supervision and low culture environments report the lowest.



Supervision Level	Average Performance (Supervision)	Culture Level	Average Performance (Culture)
Low	3.2	Low	3.0
Medium	4.0	Medium	3.9
High	4.5	High	4.4

- Interpretation: The table highlights that both supervision and culture contribute to employee performance. When both factors are favorable (high supervision and high culture), employees tend to perform at their best.



Picture chart and table, *The Role of Supervision and Organizational Culture in Improving Employee Performance at the Department of Fisheries and Marine Affairs, Sibolga*



Discussion

The findings from this study are consistent with previous research that emphasizes the importance of supervision and organizational culture in shaping employee behavior and performance. A study by Xie (2020) found that effective supervision can improve employee efficiency by providing clear guidelines and timely feedback. Similarly, organizational culture plays a crucial role in fostering job satisfaction, which in turn improves performance (Huang et al., 2018).

In the context of the Fishery and Marine Office of Sibolga, the study highlights that when employees feel supported by both effective supervision and a strong organizational culture, they tend to perform better. This suggests that both external (supervisory) and internal (cultural) factors are key to achieving optimal performance levels.

Furthermore, the strong relationship between organizational culture and employee performance suggests that management should focus not only on supervision but also on cultivating a positive and supportive organizational culture. By emphasizing values such as collaboration, respect, and mutual support, organizations can create an environment where employees are more likely to thrive and contribute to the organization's success.

Conclusion

This study examined the role of supervision and organizational culture in improving employee performance at the Fishery and Marine Office of Sibolga. The findings revealed that:

1. Supervision significantly enhances employee performance, as clear guidelines and regular feedback boost employee efficiency and task completion.
2. Organizational culture also plays a crucial role, with a positive culture fostering greater employee motivation, engagement, and overall performance.
3. The combined effect of both factors accounted for 67% of the variance in performance, emphasizing the importance of integrating both effective supervision and a strong organizational culture.

practices, cultivating a positive organizational culture, and integrating both elements for optimal employee performance. While the study offers valuable insights, it has limitations in sample size and scope. Future research could expand on these findings by including a broader range of respondents and considering long-term effects.

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