



The Influence of Supervision and Innovation Strategies on Employee Performance at the Social Service of Bouven Digoel district

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Abstract. Based on information obtained from the Human Resources Division, the problems seen in the company are generally employee indiscipline. This study focuses on the locus of the Boven Digoel District Social Service Office. Based on the observations of researchers in January - October 2019, it was found that several employees left the room or office during working hours and procrastinated in completing work, this would hinder the work of other employees and the time spent completing work. The population of this study were 45 employees of the Social Service Office of Boven Digoel Regency, as many as 45 people were sampled in this study. The data analysis technique used in this study was multiple regression analysis. The results of the study indicate that all independent variables partially with a value for each variable for supervision of 0.600, the innovation strategy of 0.351 has a positive and significant effect on the dependent variable, while the value of Constante parameter is 2.032. The coefficient of determination data (R^2) shows that the performance variable can be explained by the independent variables, namely the monitoring and innovation strategy of 74% and the remaining 26% of other independent variables that are not examined in this study.

Keywords: Employee planning, inhibiting factors, management planning.

PRELIMINARY

Every organization cannot be successful without the people behind the organization. By the importance of the role of human resources for every organization is expected to improve organizational performance. For this reason, HR needs to have reliable skills or skills in handling every job, because with reliable skills it can directly improve employee performance.

Performance is an achievement or work result in an activity or activity or program that has been previously planned in order to achieve the goals and objectives set by an organization and implemented within a certain period of time. If employee performance is not as expected, it will be a problem for an organization. Therefore, it is necessary to have values, norms, and attitudes contained in the organizational culture that every employee in an organization must have. Because one of the factors that affect the performance of employees in the organization is organizational culture.

Meanwhile, the innovation strategy is the most important factor in both regional and central government, especially to improve operational reliability. According to (Schilling 2005) innovation is classified into 2 different types, namely radical innovation and incremental innovation. Different types of innovation require different knowledge and skills and have different impacts on the relationships between customers and the company's competitors. Radical innovation is an innovation that is very different and new as the main solution in an

industry. On the other hand, incremental innovation is an innovation that makes small changes and makes adjustments to existing practices.

Employee performance in a company can be described from the discipline that exists in each employee, because discipline such as arriving on time makes employees have sufficient time to complete their work, and conversely the delay in coming to the office is an indication that a job will be delayed completion, and affect the overall performance achievement in an organization. This problem certainly requires regular supervision by the leadership of employees, to create a sense of responsibility in order to be able to complete work on time, where the leader must know the condition of the quality of discipline that exists in each employee.

Based on information obtained from the Human Resources Division, the problems seen in the company are generally employee indiscipline. In this case, the Social Service Office of Boven Digoel Regency makes efforts to increase the application of organizational culture, in order to improve the quality of employee performance, where one of the factors that can provide stimulus to employees is by providing innovation strategies, with the hope that these innovation strategies will make employees improve their performance. sustainably.

This study focuses on the locus of the Boven Digoel District Social Service Office. Based on the observations of researchers in January - October 2019, it was found that several employees left the room or office during working hours and procrastinated in completing work, this would hinder the work of other employees and the time spent completing work. In addition, it is still found that some employees work not in accordance with their main duties and functions as well as their responsibilities in completing work, so that the work produced is not maximized and affects the quality and quantity of work.

Based on the above phenomena, it can be understood how important the supervision and innovation strategy is in an organization, therefore the researcher is interested in researching "The Effect of Supervision and Innovation Strategy on Employee Performance in the Office of Social Affairs of Boven Digoel Regency".

LITERATURE REVIEW

Definition of Supervision

The definition of supervision according to Mc. Farland quoted by Handyaningrat in his book Introduction to Administration and Management Studies (1985: 143), namely: "Control is the process by which an executive gets the performance of his subordinates to correspond as closely as possible to chosen plans, orders, objectives, or policies. "Supervision is a process in which the leader wants to know whether the results of the implementation of the work carried out by his subordinates are in accordance with predetermined plans, orders, objectives, or policies.

Definition of Innovation Strategy

From the theory above, it can be concluded that product innovation is one of the important factors in the success of an organization through the innovative products they create to satisfy customers. Because, the key to product success is a product that is able to adapt to changes that occur.

Innovation Strategy Dimensions

An innovation strategy is a multidimensional concept consisting of four dimensions, namely organizational leadership orientation, process innovation, product innovation and innovation

implementation (Zahra and Dass, 1993). The explanation of the dimensions of the innovation strategy is as follows:

Leadership Orientation (*Leadership Orientation*)

Lessons learned from most innovative organizations where leadership is a critical factor in creating and supporting successful innovation (Davila et. Al. 2006). In addition, a leadership orientation provides *contribution* which is essential for innovation.

There are three initial activities of leadership orientation in setting the context for change in innovation:

- Leadership must describe the innovation strategy (innovation direction and decisions) and link it to business strategy;
- Innovation must be aligned with the organization's business strategy, including the selection of innovation strategies; and
- Leadership must define who will benefit from increased innovation.

Definition of Employee Performance

Employee performance, in other words, is human resources, which is a term derived from the word Job Performance or Actual Performance, which is a work performance or achievement that will actually be achieved by an employee. The definition of performance is explained by Mohammad Pabundu Tika in his book entitled Organizational Culture and Performance Improvement, namely: "Performance is the results of a job function (a person's activity) or a group within an organization that is influenced by various factors to achieve organizational goals within a certain period of time" (Tika, 2006: 121).

Employee Performance Appraisal

The performance of employees both in companies and in government requires supervision. Supervision in other words is an employee performance appraisal. Performance appraisal is very beneficial for the organization and for the progress of the employees themselves. The definition of employee performance appraisal was put forward by Anwar Prabu Mangkunegara in his book entitled HR Performance Evaluation, namely:

RESEARCH METHODS

Approach and Type of Research

In this research, the writer uses quantitative research type. This type of quantitative research can be defined as a type of research based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses.

While the approach used by the author is the sociological approach. Sociological research is research that aims to determine the relationship between two or more variables. Where this research is to determine the relationship between the variable supervision and innovation strategy with employee performance.

Research Place

This research was conducted at the Boven Digoel Regency Social Service office which is located on Jl. Jend. Sudirman.

Population & Sample

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by the researcher to study and then draw conclusions.

The population of this research is all employees of the Social Service of Boven Digoel Regency as many as 45 people, as for the sample in this study as many as 45 people.

Data collection technique

The data collection methods or techniques used in this study include:

Questionnaire (questionnaire)

The questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to answer.

Documentation

Documentation is secondary data stored in the form of documents or files (conventional or electronic records), books, writings, reports, meeting minutes, magazines, newspapers, and so on. The documentation data collection method is used in order to fulfill the data or information needed for the research variables that have been designed previously.

Data analysis

The data analysis technique used in this study is multiple regression analysis using the following tests:

1. Validity and Reliability Test

This validity test is used to test the validity of the research instrument. Valid means that the instrument can be used to measure what you want to measure. The method used is the moment product correlation. If the corrected item-total correlation value > 0.3 then all items are valid.

Reliability test is used to test reliable instruments. The reliable instrument is a questionnaire that provides consistent measurement results. In this study, the reliability test was used using the Alpha Cronbach's method, if the Cronbach's Alpha value was > 0.60 then the reliability was said to be good, and vice versa.

2. Linearity test

The linearity test is a data normality test and is free from classical assumptions which include multicollinearity.

The normality test is a test to measure whether our data has a normal distribution so that it can be used in parametric statistics. In this study, to detect data normality using the Kolmogorov-Smirnov approach combined with the Normal PP Plots curve.

Multicollinearity arises as a result of a causal relationship between two or more independent variables or the fact that two or more explanatory variables are jointly influenced by a third variable outside the model. To detect multicollinearity, Nugroho stated that if the Variance Inflation Factor (VIF) value is not more than 10, the model is free from multicollinearity.

3. Hypothesis testing

a. Multiple regression test

The regression test is intended to test how the influence of variable X (X1, X2, X3) on variable Y. This design (model) is also used to see the difference in the size and size of the effect of variable X (X1, X2, X3) on Y. The regression equation for the three predictors is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

This test is used to test the relationship between the independent variable and the dependent variable together. If $F_{count} > F_{table}$ then the multiple correlation coefficient tested is significant or accepts H_a , where the relationship of the independent variable together with the dependent variable is linear, and vice versa.

RESEARCH RESULT

Respondents' Responses

Descriptions of respondents' responses regarding the Supervision variable (X1), innovation strategy (X2), performance (Y) can be seen in the following table:

Table 4.1 Respondents Response About Supervision

1	Statement	Average
	Performance assessment	
	Supervision is a job appraisal for employees who are being supervised.	4.20
2	Standard Setting	
	To be effective at work, it is necessary to have supervision for all employees	4.28
3	Performance Measurement	
	With supervision, performance measurement will determine the quality of its work	3.71
4	Corrective Action	
	Supervision is carried out to take direct corrective action to employees if there is a deviation in the organization's work standards.	4.13

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The highest response is the statement about "To be effective at work it is necessary to have supervision for all employees." with the average value of the respondents' responses in the good category. Meanwhile, the lowest respondent's response value was the statement about "With the supervision, the performance measurement will be known the quality in its work". Even though the respondent's value for this statement is the lowest, this value is in the good category.

The description of the next respondent's response is about variables Innovation strategy which can be seen in the following table.

Table 4.2 Respondents Responses About the innovation strategy

	Statement	Average
1	Leadership Orientation	
	You feel that an agency is innovating because its experience is a role model for other agencies	3.92
2	Product Innovation	
	You feel that the agency is innovating because it is able to develop existing service products.	3.98
3	Process Innovation	

	You feel that agencies are innovating because the process of making service products can make your job easier	3.86
4	Innovation Implementation	
	Innovation New service products made by leaders can be applied by all employees properly and skillfully	3.91

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. A statement about "You feel that an agency is innovating because it is able to develop existing service products. As for the statement about "You feel that the agency is innovating because the process of making service products can make your job easier.". is the statement with the lowest respondent's response but still falls into the good category.

Descriptions of the next respondent's responses about performance can be seen in the following table.

Table 4.3 Respondents' Responses About Performance

O	Statement	Average
	Quality	
	I can complete office work properly and correctly	4.42
Quantity		
	I was able to complete additional work well in the allotted time	4.20
Implementation of duties		
	I am able to do the job accurately or without mistakes	4.27
Responsible		
	I always carry out the job given by my boss with full responsibility	4.44

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The statement about "I always carry out the job given by my boss with full responsibility"Is a statement with the highest respondent value in the very high category. As for the statement regarding "I am able to complete additional work well within the stipulated time " is a statement with the lowest respondent's response but has entered the very good category.

Validity test

Validity testing is an analysis of a measure that shows the validity levels of a questionnaire. According to Siregar (2012) validity shows how far a test or operation measures what should be measured. In the Product moment method, validity analysis (attachment) is carried out on the instrument of service quality, facilities and patient satisfaction through IBM SPSS 21.

The basis for decision making (Sugiyono, 2016) is:

1. If $r_{hitung} \geq r_{tabel}$; then the statement is valid.
2. If $r_{hitung} < r_{tabel}$; then the statement is invalid.

To be seen in the Product moment column, on the correlation table (attachment) r_{hitung}

In this study, the validity analysis can be presented as follows:

Validity Test Results

Variable	Statement Items	r_{hitung}	r_{tabel}	Information
Supervision (X1)	X1.1	0.82	0.	valid
	X1.2	0.82	0.	valid
	X1.3	0.75	0.	valid
	X1.4	0.71	0.	Valid
Innovation Strategy (X2)	X2.1	0.62	0.	valid
	X2.2	0.66	0.	Valid
	X2.3	0.75	0.	Valid
	X2.4	0.74	0.	Valid
Performance (Y)	Y.1	0.71	0.	valid
	Y.2	0.83	0.	valid
	Y.3	0.868	0.	valid
	Y.4	0.812	0.	valid

Source: SPSS Data Processing 21, 2019

Based on table 4.4 above each question from each variable shows the value of $r_{hitung} > r_{tabel} = 0.30$. According to Sugiyono (2016) If $r_{hitung} \geq r_{tabel}$; then the statement is valid. So that the results of the validity test on all questions from each variable are valid.

Reliability Test

Research instruments must also be realistic (reliable). The reliability of a gauge shows the stability and consistency of an instrument that measures a concept. Reliability testing is intended to test the same instrument at different times and give the same results. A construct or variable is said to be reliable if it provides a Cronbach Alpha value ≥ 0.60 (Sugiyono, 2016). Based on the results of processing using SPSS version 21 (attachment) Cronbach's Alpha for the Supervision variables (X1), innovation strategy (X2), and performance (Y) which can be seen in the following table

Table 4.5 Reliability Test

Variable	Cronbach's Alpha	Information
Supervision (X1)	0.896	Reliable
Innovation strategy (X2)	0.847	Reliable
Performance (Y)	0.913	Reliable

Source: Primary Data Processing, 2018

Based on the table above, it can be seen that each variable between the variables of Supervision (X1), innovation strategy (X2), and performance (Y) turns out to be a Cronbach Alpha value. ≥ 0.60 . Thus, the results of the reliability test on all variables are reliable.

Multiple Linear Regression Analysis

Table 4.6 Coeffients
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,032	1,416		1,435	.159
SUPERVISION	.600	.136	.564	4,402	.000
STRATEGY_INNOVATION	.351	.131	.342	2,672	.011

a. Dependent Variable: Performance

From Table 4.6, the Unstandardized Coefficients column shows that the value for each variable for supervision is 0.600, the innovation strategy is 0.351, while the value for the Constante parameter is 2.032. Based on this value the multiple regression equation is:

$$Y = 2.032 + 0.600 X1 + 0.351 X2$$

The equation above can be explained as follows:

1. The value of 2.032 in the Supervision variable (X1) The innovation strategy (X2) is 0 (zero), then the performance (Y) is 2.032
2. The value of 0.600 in the Supervision variable (X1) is positive so it can be said that the better the supervision is given, the better the employee performance.
3. The value of 0.351 in the innovation strategy variable (X2) is positive, so it can be said that the better the innovation strategy, the better employee performance.

DISCUSSION

The Effect of Supervision on Performance

Based on the results of multiple regression tests for the t test for the control variable, it is concluded that partial supervision has a significant effect on employee performance. This shows that better supervision will improve employee performance. The results also show the responses of respondents about Supervision of employee performance which show a high / good average response of respondents, although there are still those who show doubts and disagree with the employee's current performance towards supervision. Based on the results of interviews and observations, it shows that so far, supervision from superiors to staff employees has been running but has not run optimally so that it has an impact on their performance.

Based on these results, the results of this study are supported by the theory put forward. The results of this study are in line with the theory put forward by Manullang in (Anastasya Yuyun Toding, 2016) saying that the main purpose of supervision is to make what is planned come true, namely so that the implementation of work In accordance with the instructions

that have been issued, and to find out the weaknesses and difficulties faced in implementing the plan based on the findings, actions are taken to improve them, either at that time or in the future so that employee performance increases.

These results are also supported by research by Anastasya Yuyun Toding (2016) entitled The Effect of Supervision on Employee Performance at PT. Pipit Mutiara Indah in Sekatak Buji Village, Sekatak District, Bulungan Regency. The results of the analysis show that supervision has a positive and significant effect on employee performance.

Effect of innovation strategy on performance

Based on the results of the multiple regression test for the t test for the innovation strategy variable, it is concluded that the innovation strategy partially has a significant effect on employee performance. This shows that if the innovation strategy is better, it will improve employee performance. The results also show the responses of respondents about innovation strategies on employee performance which show a high / good average response of respondents even though there are still those who show doubts and disagree with the employee's current performance towards the innovation strategy.

Based on the results of interviews and observations, it shows that there has been an innovation strategy carried out in the Bovendigoel Regency Social Service agency but it has not been optimal so that it has an impact on employee performance.

Based on these results, the results of this study are supported by the theory put forward by Ciptono in Mohamad Soleh (2008), namely the previous model suggests four dimensions of innovation strategy (leadership orientation, innovation process, product innovation, The implementation of all innovations leads to the achievement of higher company performance than non-financial companies (operational productivity and reliability).

These results are also supported by research by Mohamad Soleh (2008) with the title Analysis of innovation strategies and their impact on company performance (Case study: SMEs in manufacturing in the city of Semarang).

In the results of the data analysis the coefficient of determination (R^2) shows that the performance variable can be explained by the independent variables, namely the monitoring and innovation strategy of 74% and the remaining 26% of other independent variables that are not examined in this study.

CONCLUSION

Based on the results of this study, the following conclusions can be drawn:

-Variable Supervision partially has a significant effect on employee performance, which means that the better the supervision, the better the employee performance.

-Variable innovation strategy partially has a significant effect on employee performance, which means that the better the innovation strategy will increase employee performance.

-Variable Supervision and innovation strategy together (simultaneously) have a significant effect on employee performance.

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