



INNOVATIVE: Journal Of Social Science Research

Volume 4 Nomor 1 Tahun 2024 Page 7672-7683

E-ISSN 2807-4238 and P-ISSN 2807-4246

Website: <https://j-innovative.org/index.php/Innovative>

The Influence Of Capacity Development And Supervision On Regional Government Employee Performance With Coordination As A Moderating Variable

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Abstrak

Pengembangan Kapasitas yang terdiri dari pengembangan Sumber Daya Manusia dan Penguatan Organisasi merupakan dua hal yang menjadi kunci penentu baik atau buruknya kinerja pegawai. Selain Pengembangan Kapasitas yang terdiri dari pengembangan Sumber Daya Manusia dan Penguatan Organisasi, peneliti meyakini kuat atau tidaknya Pengawasan juga dapat berdampak baik terhadap Kinerja Pegawai karena pengembangan kapasitas yang lebih baik dibarengi dengan pengembangan sumber daya manusia dan kekompakan organisasi yang dibarengi dengan pengawasan yang ketat dari atasan. dapat membuat Pegawai senang bekerja, memiliki rekan kerja jika mengalami kesulitan, dan takut diawasi jika melanggar peraturan. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori yang menjadikan penelitian-penelitian sebelumnya sebagai sumber berharga untuk menemukan variasi baru sebagai batu loncatan untuk menemukan hal-hal baru dalam penelitian selanjutnya. Data yang digunakan dalam penelitian merupakan data primer yang berhasil peneliti peroleh dari sumber yang dapat dipercaya berupa 300 pegawai bank BRI yang tersebar di seluruh Indonesia. Kuesioner disebarakan secara online. Data ini dapat dikategorikan sebagai data primer. Data ini dianalisis menggunakan alat analisis smart PLS 4.0. Hasil penelitian ini menunjukkan.

Kata Kunci: *Pengembangan Kapasitas, Supervisor, Kinerja Pegawai*

Abstract

Capacity Development which consists of developing Human Resources and Strengthening the Organization are two things that are key as determining whether employee performance is good or bad. Apart from Capacity Development which consists of developing Human Resources and Organizational Strengthening, researchers believe that whether Supervision is strong or not can also have a good impact on Employee Performance because better capacity development accompanied by developing human resources and organizational cohesiveness coupled with strict supervision from supervisors can make Employees enjoy working, have colleagues if they experience difficulties, and are afraid of supervision if they break the rules. This research is quantitative research with an explanatory approach which makes previous studies a valuable source for finding new variations as a stepping stone for finding new novelties in future research. The data used in the research is primary data that researchers managed to obtain from credible sources in the form of 300 BRI bank employees spread throughout Indonesia. The questionnaire was distributed online . This data can be categorized as primary data. These data were analyzed using the smart PLS 4.0 analysis tool. The result in this research show.

Keyword: Capacity Development, Supervisor, Employee Performance

INTRODUCTION

Performance is doing something to carry out tasks, complete tasks, and responsibilities based on the hope of achieving predetermined goals. Performance is often called achievement because it is the result (outcomes) of the work done. This means that performance is the result of work, ability to work, achievement or encouragement in doing a job. According to Koopmans, et al (2011) in (Nuraeni et al., 2017) performance is related behavior or actions intended to achieve company goals. According to Mangkunegara (2009) in (Hadiansyah & Yanwar, 2017) performance is the overall work result achieved by human resources in carrying out their duties in accordance with the responsibilities given to them.

There are several factors that can influence employee performance, including capacity development and supervisors. Capacity development is a continuous process and effort in developing the abilities, skills, potential and talents of every individual, group and organization to be able to survive in dealing with changes that occur quickly and unexpectedly, meaning that this capacity development does not start from zero but from capabilities. Existing individuals, groups or organizations then go through a learning process and other things related to increasing capacity. It is hoped that this can improve the quality of both individuals, groups and organizations so that they can survive in environmental

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conditions that continue to change. This is also in line with what was stated by Philbin (2006) in (Rizki, 2015) states that capacity development is a process that increases and develops the talents, skills and human resources involved in an organization to adapt, survive and provide good implications for the organization from changes that occur. happen. According to Wardani in (Awaluddin, 2022) provides an understanding related to capacity development, namely a series of processes or movements in a change that occurs in each individual, group, or group or organization in the system to strengthen the adjustment of individual and group or organization capabilities so that they can handle changes in the environment. There is. Namely, when searching several literatures regarding the meaning of capacity building, there are different interpretations between experts and others.

This difference occurs because capacity building is an understanding that can be understood from various points of view and can also be applied in various fields, whether in organizations, educational institutions, companies, government officials, and so on. The UNDP (United Nations Development Program) and CIDA (Canadian International Development Agency) organizations in Milen's article provide the definition of capacity development as a process for individuals, groups or organizations in developing abilities with the aim of getting performance results in the implementation of main tasks and other tasks. in an organization to solve problems, provide explanations for solving them, and result in the achievement of a goal that has been set together (Nayyira, 2019).

Capacity development above can be understood as an individual, group or organizational effort to improve the skills possessed by each individual and the expertise needed to achieve a target in the organization. The capacity building program was created in order to strengthen the ability of each individual, group or organization to assess a chosen policy in terms of implementing that decision effectively and efficiently. Capacity building includes training and education in human resources such as training, salary intensity, appropriate recruitment systems, reviewing regulations and institutions in terms of the work environment, both technology and knowledge.

Institutional development consists of two things, namely human resource development and organizational strengthening. Human resource capabilities in the company can be improved through education and training programs. There are several concepts put forward by experts regarding education and training. According to Sonny Sumarso (2009) in (Simamora, 2006), education and training is an important factor in human resource development. Education and training not only increase knowledge, but also improve work skills thereby increasing work productivity. (Notoadmodjo, 1998) stated that education and training also aims to ensure that participants develop quickly. From the opinions above, it can

be concluded that the concept of human resource development basically aims to improve the quality and work ability of employees in carrying out the tasks given by the company in accordance with the position filled by the employee and effective human resource development will increase employee work productivity through a series of educational and training activities. The measurement of human resource development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job or position through education and training.

An organization must have regulations that encourage the capacity development process and must be carried out on an ongoing or permanent basis. The purpose of this regulation is to support the continuity and smoothness of capacity development, activities that may be carried out include rewards and punishments. The results to be achieved from strengthening this organization are management governance to be able to increase success in roles and functions in an organization, such as the type of activity, namely an incentive system, namely in the form of material to motivate employees, organizational equipment, leadership, organizational culture, communication, and managerial structure. In line with research by (Arfah, 2018), the indicators used to strengthen organizations are management structure, organizational culture, communication, leadership and incentive systems.

Research (Pramesrianto et al., 2019); (Diwanti & Sarifudin, 2021) & (Endri, 2018) show a positive relationship and a significant influence between capacity development variables on employees. Apart from Capacity Development, supervisory variables are also believed to influence employee performance.

According to (Kadarman, 2012) work supervision is a systematic effort to establish standard performance on a plan to design an information feedback system to determine whether a deviation has occurred and measure the significance of the deviation, as well as to take the necessary corrective action to ensure that all resources that have been used as effectively and efficiently as possible to achieve organizational goals. Inherent work supervision is the activity of observing, observing, assessing, directing work, the authority delegated by superiors to their subordinates so that sanctions can be given to subordinates structurally, which is carried out continuously and sustainably. Supervision is all activities to ensure and guarantee that the work is carried out according to the plan that has been determined, the policies that have been outlined and the orders that have been given in order to implement the plan. Supervision must measure what has been achieved, assess implementation, and carry out corrective actions and adjustments that are deemed necessary.

According to (Mockler, 2003), management supervision is a systematic effort to set implementation standards with planning objectives, design a feedback information system,

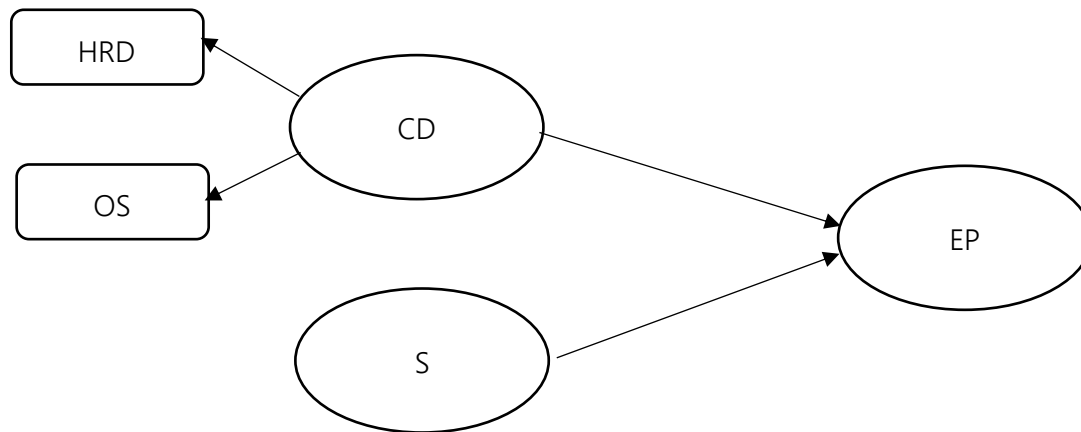
compare real activities with previously established standards, (Guntur, 2004) supervision is as a whole activity compare, measure what is being or has been implemented with a previously established plan with criteria, norms and standards. According to (Halsey, 2003), supervision is selecting the right person for each job, creating interest in each person's job and teaching them how to do their job, measuring and assessing the results of their work to gain confidence in whether the lesson has been properly understood. making corrections when necessary and 51 moving people to more suitable jobs or dismissing those who are unable to work well, praising where praise is due and rewarding good work and finally aligning everyone in an atmosphere of cooperation. closely with his co-workers, everything is done fairly, patiently and with tolerance, so that everyone will carry out their work skillfully, thoroughly, intelligently, passionately and perfectly.

There are a number of studies showing (Nursan & Kahar, 2019); (Sari, 2017); (Sinaga et al., 2023) & (Saputra, 2020) show a positive relationship and a significant influence on employee performance. Based on this, this research aims to analyze the effect of increasing capacity and supervision on employee performance.

METOH

Capacity Development which consists of developing Human Resources and Strengthening the Organization are two things that are key as determining whether employee performance is good or bad (Sugiyono, 2019). Apart from Capacity Development which consists of developing Human Resources and Organizational Strengthening, researchers believe that whether Supervision is strong or not can also have a good impact on Employee Performance because better capacity development accompanied by developing human resources and organizational cohesiveness coupled with strict supervision from supervisors can make Employees enjoy working, have colleagues if they experience difficulties, and are afraid of supervision if they break the rules (Abdurahman, 2016). This research is quantitative research with an explanatory approach which makes previous studies a valuable source for finding new variations as a stepping stone for finding new novelties in future research (Sinaga et al., 2023). The data used in the research is primary data that researchers managed to obtain from credible sources in the form of 300 BRI bank employees spread throughout Indonesia. The questionnaire was distributed online (Yuliantari & Prasasti, 2020). This data can be categorized as primary data. These data were analyzed using the smart PLS 4.0 analysis tool with the following research model:

Figure 1
Model



Noted:

CD: Capacity Development

S: Supervisor

EP: Employee Performance

Indicators:

HRD: Human Research Developmet

OS: Organizational Strengthening

Hypothesis:

H1: The Influence of Capacity Development on Employee Performance

H2: Supervisor can Moderates The Influence of Capacity Development on Employee Performance

RESULT AND DISCUSSION

Validity Test

Capacity Development which consists of Human Resources development and Organizational Strengthening, Employee Performance and Supervisors are the 3 things that are the main objects in the researcher's questionnaire. The 3 main objects consist of 6 question items for the Capacity Development variable, 6 question items for the Supervisor variable, and 4 question items for the Employee Performance variable. To continue with the reliability testing and efficiency path stages, the first stage that must be passed is validating the 16 question items with the following results (Hair, 2010):

Table 1
Validity Test

Variable	Item Question	Loading Factor
Capacity Development (X1)	Capacity development can influence employee performance	0.810
	Good quality of Human Resources can influence employee performance	0.817
	Good natural resources are the best capital to improve employee quality	0.813
	Strengthening the organization can improve employee performance	0.819
	Organizational solidarity can improve employee performance	0.822
	Capacity development is important for companies	0.811
Supervisor (X2)	Good supervision can make employees disciplined	0.831
	Good supervision can improve employee performance	0.829
	Good supervision is one of the keys to the success of employees in achieving the given targets	0.821
	Good supervision can	0.819

	make targets more likely to be achieved	
	Good supervision is the key to good and bad employee performance	0.822
	Good supervision is something that must be carried out by the company	0.811
Employee Performance (Y)	Employee performance can be influenced by good supervision	0.832
	Employee performance can be influenced by the good quality of human resources	0.821
	Good employee performance can be influenced by good organizational strengthening	0.825
	Good employee performance can be influenced by institutional capacity development	0.829

Valid > 0.70

Reliability Test

The 16 question items consisting of the Capacity Development (Human Resource Development) and Organizational Strengthening variables, the Good Supervision variable, and the Employee Performance variable have been answered by 300 BRI employees spread throughout Indonesia very well, resulting in very good results. Thus, the data used in this research has passed the first stage of validity testing. The next stage that must also be passed is the reliability test to determine the Composite Reliability and Cronbach Alpha values with

the following results (Ghozali, 2016):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa
Capacity Development	0.855	0.814
Supervisor	0.849	0.808
Employee Performance	0.878	0.828

Reliable > 0.70

Path Coefisien

The results of the validity test on 16 question items consisting of 6 variable question items for Capacity Development (Human Resource Development and Organizational Strengthening), 6 variable question items for Supervisor, and 4 variable question items for Employee Performance which were distributed to 300 BRI employees throughout Indonesia are valid because The factor loading value is above 0.70. Apart from that, the composite reliability and Cronbach alpha values for the Capacity Development (Human Resource Development and Organizational Strengthening) variables, Supervisor variables and Employee Performance variables are above 0.70, meaning these variables are reliable. The next stage is also the final stage, namely finding out the value of the path coefficient with the following results (Ghozali, 2016) & (Sarstedt et al., 2014):

Table 3
Path Coefisien

Direct Influence	Variable	P-Values	Noted
	CD-> EP	0.036	Accepted
	S-> EP	0.019	Accepted

Significant Level < 0.05

Capacity Strengthening which consists of Human Resource Development and Organizational Strengthening, researchers believe can strengthen employee performance because with good human resources the company has employees who have quick reasoning in acting, are responsive in overcoming problems, and are creative in creating new things that can be achieved. has a good impact on the Company and the Performance of the Employees themselves. In line with this, the first line and also the first hypothesis in the research shows the same thing, namely the direction of a positive relationship and a significant influence on employee performance because the P-Evalues are positive and are below the significance level of 0.05, namely 0.036. This is in line with research (Pramesrianto et al., 2019); (Diwanti & Copyright @ Rieneke Ryke Kalalo, Lenda Lumentah, Jemi Pabisangan Tahirs, Asmita Wulandari, Dg.

Sarifudin, 2021) & (Endri, 2018).

Apart from Capacity Strengthening, researchers also believe that employee performance can improve if they receive good supervision so that employees can be more disciplined in their work, afraid of breaking or neglecting rules, and completing all given targets on time, even before time. This is shown from the results of the second row of table 3 of the direct test path coefficients which show that the P-Values are in the positive direction and are below the 0.05 significance level, namely 0.019. These results are also in line with research (Nursan & Kahar, 2019); (Sari, 2017); (Sinaga et al., 2023) & (Saputra, 2020). Thus the first and second hypotheses in this research have been proven and can be accepted.

CONCLUSION

Capacity Strengthening which consists of Human Resource Development and Organizational Strengthening, researchers believe can strengthen employee performance because with good human resources the company has employees who have quick reasoning in acting, are responsive in overcoming problems, and are creative in creating new things that can be achieved. has a good impact on the Company and the Performance of the Employees themselves. In line with this, the first line and also the first hypothesis in the research shows the same thing, namely the direction of a positive relationship and a significant influence on employee performance because the P-Values are positive and are below the significance level of 0.05, namely 0.036. This is in line with research (Pramesrianto et al., 2019); (Diwanti & Sarifudin, 2021) & (Endri, 2018).

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