



**DIJEMSS:**  
**Dinasti International Journal of Education  
Management and Social Science**

E-ISSN: 2686-6331  
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ [dinasti.info@gmail.com](mailto:dinasti.info@gmail.com) ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i3>

<https://creativecommons.org/licenses/by/4.0/>

## Implications of Supervision Effectiveness and Work Culture on Employee Performance With Work Motivation As an Intervening Variable

Suarni Norawati<sup>1</sup>, Agusmanto<sup>2</sup>, Zulher<sup>3</sup>, Nurman Zakaria<sup>4</sup>.

<sup>1</sup>Sekolah Tinggi Ilmu Ekonomi Bangkinang, Riau, Indonesia, [suarninorawati@pascabangkinang.ac.id](mailto:suarninorawati@pascabangkinang.ac.id)

<sup>2</sup>Sekolah Tinggi Ilmu Ekonomi Bangkinang, Riau, Indonesia, [agoestorro@gmail.com](mailto:agoestorro@gmail.com)

<sup>3</sup>Sekolah Tinggi Ilmu Ekonomi Bangkinang, Riau, Indonesia, [zulher@pascabangkinang.ac.id](mailto:zulher@pascabangkinang.ac.id)

<sup>4</sup>Sekolah Tinggi Ilmu Ekonomi Bangkinang, Riau, Indonesia, [nurmanzakaria664@gmail.com](mailto:nurmanzakaria664@gmail.com)

Corresponding Author: [suarninorawati@pascabangkinang.ac.id](mailto:suarninorawati@pascabangkinang.ac.id)<sup>1</sup>

**Abstract:** Achieving the SDGs (Sustainable Development Goals) targets and being linked to Minimum Service Standards (SPM), for this reason it is necessary to make efforts to improve health programs that touch directly to the community, equalize access and improve the quality of health services, develop health and management systems that are able to improve and developing health workers. To achieve all this, it is very necessary to have optimal employee performance. Therefore, it is necessary to know the factors that can influence employee performance, both direct and indirect influences. This research was conducted at the Kampar District Health Service which is located on Jalan DR. A Rahman Saleh No.22, Bangkinang, Bangkinang District, Kampar Regency City, Riau 28463. The aim of this research is to find out and analyze; 1) the influence of supervision on employee work motivation; 2) the influence of work culture on employee work motivation, 3) the direct influence of supervision on employee performance, 4) the direct influence of work culture on employee performance, 5) the influence of work motivation on employee performance, 6) the indirect influence of supervision on employee performance through employee work motivation and 7) the indirect influence of work culture on employee performance through employee work motivation. This research uses primary data and secondary data obtained by distributing questionnaires, interviews, documentation and research files. The population of this research was all employees at the Kampar District Health Service, totaling 85 employees and all of them were used as samples. The data analysis tool in this research uses the Structural Equation Modeling (SEM) model and in data processing the SmartPLS version 3.0 software is used, and hypothesis testing is carried out at an alpha of 5%. The results of this research conclude that 1) supervision has proven to have a significant effect on employee motivation; 2) work culture is proven to have a significant influence on employee work motivation, 3) direct supervision is proven to have a significant influence on employee performance, 4) work culture is not proven to have a significant influence on employee performance, 5) work motivation is proven to have a significant influence on employee performance, 6) indirect supervision is proven to have a significant effect on employee performance through work motivation and 7) work culture is

indirectly proven to have a significant effect on employee performance through employee work motivation.

**Keywords:** Supervision, Work Culture, Work Motivation, Employee Performance

---

## INTRODUCTION

Health development in Kampar Regency is quite successful, which can be seen from the ease with which people can access health services. However, this still needs to be improved, with the government trying to increase equal access to health services for all levels of society. From the SDGs target achievement indicators and linked to the Kampar SPM based on Regent's Decree number 440/DISKES/2020/2010, health development in Kampar Regency in the previous five years required several evaluations such as the need for attention in improving nutritional status, especially for infants, toddlers, pregnant women and breastfeeding; there needs to be an emphasis on reducing the Infant Mortality Rate, Maternal Mortality Rate, and Infant Mortality Rate; and so forth. Based on the results of the evaluation of the previous program, in the future efforts will be made to improve health programs that touch directly on the community, equalize access and improve the quality of health services, develop a health management system that includes a regulatory system and human resource management that is able to improve and develop health workers.

The strategic issue that is a current health problem in Kampar Regency is that the Minimum Service Standards (SPM) targets that have been set have not yet been achieved, such as in 2023 with the average service performance achievement value for the Kampar Regency Health Service only reaching 74.35%. This indicates that the performance achievements of the Kampar District Health Service employees have not been optimal. According to Elly and Erna (2016), there are many personal factors that can influence employee performance such as knowledge, competence, skills, professionalism, discipline, commitment, motivation, work culture, environment, compensation, satisfaction, leadership and so on.

As is known, the government is obliged to provide health services that are public goods, meaning the availability of services that can be reached by everyone to obtain opportunities and develop the ability to live a healthy life, which ultimately means that health is a lifestyle for the people in Kampar Regency. The government is also obliged to facilitate the development of private goods health services which provide opportunities for the public to choose health services that suit their needs and abilities. The government is tasked with regulating, fostering and supervising the implementation of health efforts that are equitable and affordable to the community, as well as mobilizing community participation in the implementation and financing of health by paying attention to social functions so that health services for underprivileged communities can still be guaranteed. To make this happen, the Kampar District Health Service needs to manage employees so that they always focus on the agency's goals and objectives (strategic alignment). Basically, employee management is carried out to motivate and encourage employee productivity in carrying out their duties so that they are able to contribute to achieving the agency's goals and objectives.

It cannot be denied that every agency needs employees who are honest, competent, dedicated and have high work enthusiasm, so a merit system based on objectivity in employee management could be an option for agencies to manage and create work enthusiasm for their employees. The qualifications of employee abilities, knowledge and skills become a reference in managing employees based on a merit system, which is the foundation for having competent employees with work enthusiasm in the agency because they have confidence in the implementation of justice in the agency. The merit system has become a concept in employee management by applying objectivity in all processes in employee management, namely

considering individual abilities and achievements so that they become more motivated in carrying out their duties.

Based on the results of temporary observations, there are several negative issues related to employee work motivation, such as the existence of injustice in the distribution of job opportunities outside the city, such as the provision of Foreign Service (DL) and Official Travel Orders (SPPD), which are often unequal based on competency or expertise. employee. This inequality creates a sense of dissatisfaction and social jealousy among employees, especially those who feel they do not get equal opportunities for personal development through official activities outside the office. This dissatisfaction not only impacts individual morale, but can also affect working relationships between employees, which ultimately disrupts productivity and the quality of team collaboration. In addition, the tendency of some leaders to pay more attention to certain employees or certain groups can make the situation worse, so that this sense of injustice risks weakening overall work motivation. In the context of work in the Health Service, where service to the community is the main priority, this issue can have a negative impact on organizational performance, because employees who are less motivated tend to work less than optimally, thus affecting the quality of health services to the community.

The Kampar District Health Service has a priority program, namely a public health effort program with activities to reduce stunting prevalence by up to 18%; reduction in Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR); village achievement of Open Defecation Free (ODF) of more than 75%; free from shackles; placement of doctors in remote villages; strengthening health facility facilities and infrastructure; increasing health personnel; and creative health centers. To ensure the success of these priority programs, there needs to be effective and participatory supervision from the department heads so that the targets and objectives of all priority programs can be implemented properly. Supervision management for ASN employees is also regulated in Law no. 5 of 2014 concerning State Civil Apparatus and PP no. 17 of 2020 regarding amendments to PP no. 11 of 2017 concerning Management of Civil Servants, explains that those who have duties and responsibilities for employee supervision are supervisory positions as they are responsible for supervising the implementation of activities carried out by implementing officials which include public services, government administration and development. Implementing effective supervision based on these regulations can help service heads minimize the level of work errors, report on state financial management reliably; secure state assets and encourage compliance with applicable regulations.

Based on the results of temporary observations, there are negative issues related to supervision currently being carried out by service heads, such as lack of firmness in implementing work rules and discipline. Service heads are sometimes too tolerant of procedural violations or unsatisfactory performance from some employees, which causes inconsistent work standards throughout the service. The supervision carried out is often sporadic and less structured, so that the assessment of employee performance becomes uneven and subjective. The absence of a clear monitoring system also affects employee motivation, where they feel less appreciated for their contributions or, conversely, do not receive clear warnings when their performance declines. As a result, this creates dissatisfaction among employees, and service productivity becomes unstable. The lack of direct communication and transparent evaluation between department heads and employees further exacerbates this situation, making supervision that should encourage improvement actually become an obstacle to progress.

Based on the results of temporary observations, there are several negative issues related to employee work culture, such as the existence of internal camps or groups among employees, which creates a disharmonious work atmosphere and has the potential to cause conflict. Unhealthy competition between these groups causes discomfort in the workplace, where some employees tend to prioritize emotional relationships or personal closeness in the performance

of tasks over objective performance. Apart from that, work habits that tend to be less professional, such as prioritizing personal interests over official goals, further worsen the situation. This condition not only hinders effective collaboration, but also undermines the potential for innovation and initiative needed to improve health services in Kampar Regency. If not resolved immediately, these divisions can disrupt overall performance and hinder the achievement of service targets.

From the description of the background of the problem, the problem of this research can be formulated, namely:

1. Does supervision have a significant effect on employee work motivation
2. Does work culture have a significant effect on employee work motivation
3. Does supervision have a significant direct effect on employee performance
4. Does work culture have a direct and significant effect on employee performance
5. Does work motivation have a significant effect on employee performance
6. Does supervision have a significant indirect effect on employee performance through work motivation
7. Does work culture have a significant indirect effect on employee performance through work motivation.

The objectives of this research are:

1. To determine and analyze the effect of supervision on employee motivation
2. To determine and analyze the influence of work culture on employee work motivation
3. To determine and analyze the effect of direct supervision on employee performance
4. To find out and analyze the influence of work culture directly on employee performance,
5. To determine and analyze the influence of work motivation on employee performance
6. To determine and analyze the indirect influence of supervision on employee performance through work motivation
7. To determine and analyze the significant indirect influence of work culture on employee performance through employee work motivation.

## **Literature Study**

### **1. Supervision Concept**

Enny (2019), management supervision is a systematic effort to set implementation standards with planning objectives, design a feedback information system, compare real activities with standards that have been previously set. Supervision is carried out for inspection activities, checking and ensuring that work is carried out in accordance with predetermined plans and the desired results. The purpose of supervision is to avoid the possibility of fraud or irregularities, both in terms of budgeting, procedures and authority. Furthermore, Desilia and Harjoyo (2019), supervision is a process to ensure that all activities are carried out in accordance with what has been planned. The main function of supervision is to determine whether deviations have occurred in a job, as well as to take the necessary corrective action to ensure that all resources have been used as effectively and efficiently as possible. The monitoring indicators are (1) accurate, (2) regulatory, (3) objective and (4) comprehensive.

### **2. Work Culture Concept**

Priyono (2017), the values that are formed in a work organization originate from society and are then brought to an organization when someone becomes a member of a particular work organization. The values of a society are believed to dominantly influence the culture of the company where the organization is located. Values are formed starting from family, social, school and university. To achieve permanent success, organizations need to build core values that form company culture. These values will motivate everyone in the organization, serving to clarify the reasons the organization does something. These values are also a measure of

determining decision-making priorities and guide the behavior of organizational members. Wibowo (2016), work culture is a shared perception held by members of an organization as a system of organizational values held by members of the organization, which then influences the way of working and behaving of members of the organization, so that the value system or meaning system is able to differentiate between organizations. with other organizations. The dimensions of organizational culture are (1) habits, (2) tolerance, (3) goal achievement, (4) control.

### **3. Concept of Work Motivation**

Nyoto (2019), the word motivation has the meaning of desire, wish, hope, aim, target, need, encouragement, motivation and incentive. The term motivation comes from the Latin word *movere* which means to move. A comprehensive definition of motivation is a physiological and psychological deficiency process that drives behavior or encouragement aimed at incentive goals. The motivation process depends on the understanding between need, drive and initiative. Basically, motivation is an encouragement to a series of human behavioral processes in achieving goals which contain elements which include the elements of generating, directing, maintaining, showing intensity, being continuous and having a goal. Maslow's theory in Wijaya and Rifa'i (2016), explained in Motivation theory, a person's desired needs are tiered. This means that if the first need has been fulfilled, the second need will become the main one. Furthermore, if the second need has been fulfilled then the third level need arises and so on. Some work motivation factors are (1) physiological needs, (2) security needs, (3) social needs, and (4) esteem needs.

### **4. Employee Performance Concept**

Hardiansyah (2019), performance management is not limited to a tool for evaluating employee performance but as a strategy for assessing and motivating increased work productivity. The success of performance management is determined by an assessment system that can accommodate the company's needs in creating competitive advantages. Performance is the result of the relationship between effort, ability and task perception. High performance is a step towards the process of achieving the goals of the organization concerned. Therefore, efforts are needed to improve this performance. On the other hand, several factors that can influence a person's performance include an aggressive nature, high creativity, self-confidence, the ability to control oneself as well as the quality of work and issues of innovation and initiative. Huseno (2016), employee performance is the results achieved by employees in their work according to the criteria that apply to a particular job. Reviewing employee performance can help increase work productivity, helping employees to better understand their roles and responsibilities towards the organization. Identify areas of training and career development that are important aspects for an employee. The employee performance indicators are (1) SKP, (2) service orientation, (3) integrity, (4) cooperation.

### **5. Review of Previous Research Results**

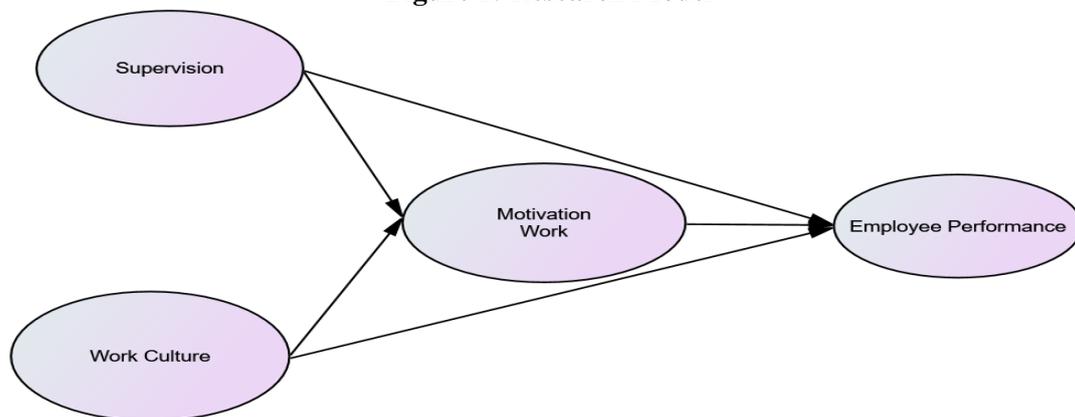
Research on the influence of supervision and work culture on performance through work motivation has been carried out by previous researchers, including research by Zulher et al (2023), which concluded that motivation has been proven to have a significant direct effect on employee performance. Margiyanti's research (2022) concludes that supervision has a significant effect on employee work motivation, supervision has a significant direct effect on employee performance, work motivation has a significant direct effect on employee performance in the Kota Tua Area Management Unit at the Tourism and Creative Economy Department of DKI Jakarta Province, and supervision has a significant indirect effect on employee performance through work motivation. Listriana's research (2022), concluded that

supervision has a significant effect on employee work motivation. Fadriani, Musseng, and Hasanuddin (2022), concluded that supervision has a significant direct effect on employee performance. Ardina et al (2022), who concluded that motivation has a significant direct effect on employee performance. Leo's research (2022), concluded that supervision has a significant direct effect on employee performance. Panjaitan's research (2022), concluded that supervision has a significant direct effect on employee performance.

Research by Riska, Tri and Subroto (2019), concluded that supervision carried out by leaders does not have a direct significant effect on the work motivation felt by employees. Lolasari (2019), concluded from his research that supervision carried out by leaders does not have a significant direct effect on work motivation. Djoko's (2017) research concluded that employee work motivation has a direct and significant influence on employee performance achievements in the Depok Government Environment. Evi (2015), concluded that work motivation has no direct significant effect on the performance achievements of employees in the finance department of public sector organizations..

The model in this research can be seen in Figure 1

**Figure 1: Research Model**



### 6. Hypothesis

The hypotheses in this research are as follows:

1. It is suspected that supervision has a significant effect on employee work motivation.
  2. It is suspected that work culture has a significant influence on employee work motivation.
  3. It is suspected that supervision has a significant direct effect on employee performance.
  4. It is suspected that work culture has a direct and significant influence on employee performance
  5. It is suspected that work motivation has a significant effect on employee performance.
  6. It is suspected that supervision has a significant indirect effect on employee performance through the mediation of work motivation.
  7. It is suspected that work culture has a significant indirect effect on employee performance through the mediation of work motivation.
7. Operational Definition of Variables

Definitions, indicators and measurement scales for each variable studied can be seen in Table 1.

**Table 1: Operational Definitions of Variables**

Variable	Variable Definition	Indicator	Scale
Supervision (X <sub>1</sub> )	The process to ensure that all activities are carried out in accordance with what has been planned.	1. Accurate 2. Regulations 3. Objective 4. Comprehensive	Ordinal
Work Culture (X <sub>2</sub> )	Shared perceptions held by members of an organization as a system of organizational values shared by members of the organization	1. Habits 2. Tolerance 3. Achievement of goals 4. Control	Ordinal
Motivation Work (Y)	In Maslow's theory, a person's needs are tiered. This means that if the first need has been fulfilled, the second need will become the main one.	1. Physiological 2. Security 3. Social 4. Awards	Ordinal
Employee Performance (Z)	The results achieved by employees in their work according to the criteria that apply to a particular job	1. SKP 2. Service orientation 3. Integrity 4. Collaboration	Ordinal

**METHOD**

This research was carried out at the Kampar District Health Service which is located on Jalan Dr. A. Rahman Saleh No.22 Bangkinang City District. The research was conducted for 10 months starting from January to October 2024. The population in this study was all 85 employees of the Kampar District Health Service and the entire population was sampled, so the sampling technique was carried out using the census method. This research data consists of primary data and secondary data, and data was obtained using interviews, questionnaires, observations and research files. The data analysis tool in this research was carried out using the SEM (Structural Equation Model) method, and in the data processing process the SmartPLS program package version 3.01 was carried out. The stages of data analysis include carrying out descriptive statistical analysis, testing validity and reliability, carrying out model testing and hypothesis testing, where all tests are carried out at an alpha of 5%.

**RESULTS AND DISCUSSION**

This research predominantly uses primary data from the results of respondents' responses, and in this case the respondents are all employees at the Kampar District Health Service, totaling 85 employees with their identities as in Table 2

**Table 2: Respondent Identity**

No	Criteria	Frequency (Person)	Percentage (%)
1	<b>Gender:</b>		
	a. Man	34	40,0
	b. woman	51	60,0
	<b>Amount</b>	<b>85</b>	<b>100,0</b>
2	<b>Position Class:</b>		

a. II	13	15,3
b. III	60	70,6
c. IV	12	14,1
<b>Amount</b>	<b>85</b>	<b>100,0</b>
<b>3 Level of Education:</b>		
a. High school equivalent	13	15,3
b. Diploma III	8	9,4
c. Bachelor	52	61,2
d. Masters	10	11,8
e. Doctor	2	2,4
<b>Amount</b>	<b>85</b>	<b>100,00</b>

**Source: Processed Data, 2024**

From Table 2, it can be seen that the number of female employees at the Kampar District Health Service is greater than male employees. This condition can be caused by several factors related to the dynamics of the health sector, where jobs in the health sector, especially in the public service sector such as the Health Service, are often dominated by women. This may be related to the social perception that professions in the health sector, such as nurses, midwives or health administration, are more often sought after by women. In addition, the trend of more women choosing educational and career paths in the health sector may contribute to a higher proportion in employee composition. In addition, the health sector also offers flexibility in terms of work which may be preferred by women, especially those who also consider aspects of balance between work and personal life. The existence of stable and sustainable career opportunities in this sector could also be a driving factor for women to work at the Kampar District Health Service.

Most employees occupy group III, this condition occurs because group III generally includes employees who have met the requirements to occupy functional or structural positions in government agencies. Most employees in the health sector, including medical and administrative personnel, have higher formal education, especially at the Bachelor's level, which is a requirement for entry and promotion to group III. Apart from that, group III is also the career path most often occupied by employees who are in the process of career development towards a higher group, such as group IV. Employees in this group tend to have sufficient work experience, but have not yet reached the top position in the ASN rank structure, so their number is the largest compared to groups II and IV. This phenomenon also reflects that employee development at the Kampar District Health Service is more focused on employees with higher education in accordance with the demands of professionalism and the expected quality of health services..

Furthermore, the education level of most employees is S1, this shows that the majority of employees have the higher educational qualifications needed to carry out their duties and responsibilities in the health sector professionally. The high number of employees with undergraduate educational backgrounds reflects the agency's awareness of the importance of having competent and educated human resources to support improving the quality of health services. Apart from that, this shows that the agency gives priority to employees with good formal educational qualifications to occupy various positions, both functional and structural. Bachelor's degree education is also the minimum standard for various important positions in health management, including health administration, planning and technical fields. This condition also shows the commitment of the Kampar District Health Service in developing and maintaining professionalism through higher education, which is in line with the need to improve the quality of services and effective health programs. The SmartPLS output results for the coefficient of determination values in this study are as shown in Table 3

**Table 3: R Square and Adjusted R Square Values**

Research Variables	R Square	R Square Adjusted
Work Motivation (Y)	0,650	0,641
Employee Performance (Z)	0,671	0,667

**Source: Processed Data, 2024**

From Table 3, it shows that supervision and work culture are able to explain the variability of the work motivation construct, namely 64.1%, while the remaining 35.9% is explained by other constructs outside this research. Furthermore, supervision, work culture and work motivation are able to explain the variability of employee performance constructs, namely 66.7%, while the remaining 33.3% is explained by other constructs outside those examined in this research. Then the results of the hypothesis test based on the path coefficient test in this research can be seen in Table 4.

**Table 4: Path Coefficients Test Results**

No	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P-Values
1	Supervision -> Motivation	0,506	0,487	0,130	3,900	0,000
2	Work Culture -> Motivation	0,343	0,356	0,107	3,201	0,001
3	Supervision -> Employee Performance	0,369	0,351	0,134	2,746	0,006
4	Work Culture -> Employee Performance	0,144	0,135	0,126	1,146	0,252
5	Motivation -> Employee Performance	0,337	0,347	0,121	2,775	0,006
6	Supervision -> Motivation-> Employee Performance	0,170	0,171	0,080	2,118	0,035
7	Work Culture -> Motivation -> Employee Performance	0,116	0,124	0,057	2,012	0,045

**Source: Processed Data, 2024**

From Table 4, it can be seen that the t-statistic value of monitoring work motivation in this study is higher than the t-table value, namely  $3.900 > 1.984$  or the significance value is lower than the 5% alpha value, namely  $0.000 < 0.050$ . This means that supervision has a significant effect on employee work motivation, so that this first hypothesis can be accepted at a 95% confidence level. The results of this research prove that supervision has a significant effect on employee work motivation at the Kampar District Health Service. This condition shows that the review carried out by the leadership plays an important role in ensuring the smooth implementation of activities or programs. The Head of Service routinely monitors the development and progress of each activity, provides evaluations, and carries out direct reviews of various operational aspects. With this attention, employees feel more enthusiastic because there is clear support and direction from the leadership, especially when faced with obstacles or problems in carrying out their duties.

The Health Service has a big responsibility in maintaining the quality of health services for the community. In this case, strict supervision is one of the keys to ensuring that health programs run in accordance with applicable regulations and standards. Directions and instructions given by the Head of Service, either directly or through established regulations, encourage employees to be more focused in carrying out their duties. Thus, this supervision helps create a structured and focused work atmosphere, where every employee understands the

targets and goals that must be achieved in order to improve the quality of health services in Kampar Regency. Although this strict supervision has a positive impact on employee work motivation, there are also negative impacts that must be considered. Leaders who are too intensive in implementing regulations, and tend to be rigid, can limit the space for employee innovation and creativity. When employees are too bound by rigid rules, they may feel they do not have the freedom to develop new ideas or more efficient methods of carrying out tasks. As a result, this could hamper the potential for increasing innovation in health services which should be able to develop more dynamically according to community needs.

The t-statistical value of work culture on work motivation in this study is higher than the t-table value, namely  $3.201 > 1.984$  or a lower significance value than the 5% alpha value, namely  $0.001 < 0.050$ . This means that work culture has a significant influence on the work motivation of the Kampar District Health Service, so that the second hypothesis is accepted at a confidence level of 95%. The results of this research also show that work culture has proven to influence employee work motivation at the Kampar District Health Service. This condition occurs because the habits created within the Health Service environment are characterized by solid and compact teamwork, where each employee supports each other in carrying out their duties. The rules applied are also adapted to working conditions, making it easier for employees to achieve the targets that have been set. Integration between employees and official objectives, as well as the establishment of close relationships, both in happy and sad situations, thus creating a conducive work climate and fostering enthusiasm in carrying out the main official duties, namely ensuring optimal health services for every community.

As an institution that has a big responsibility in serving the health needs of the community, the Kampar District Health Service needs a strong work culture to support the implementation of health programs. Good collaboration between employees, compliance with regulations that are appropriate to the operational context, and unity in achieving service goals play a major role in increasing the effectiveness of health program implementation. In a harmonious work environment, every employee has the opportunity to contribute to the success of programs such as improving the quality of health services, disease control and health promotion. This positive work culture will strengthen the ability of the Health Service to carry out its roles, duties and functions as a provider of reliable and equitable health services for all levels of society in Kampar Regency. Even though the current work culture in the Health Service generally has a positive impact, several weaknesses still emerge which can disrupt the service's performance. The emergence of groups or camps among employees which could give rise to internal conflicts, such as unhealthy competition or fighting against one another. There is also a tendency for some employees to take other people's work into account, which can create a disharmonious work atmosphere. This has the potential to hamper the coordination and cooperation needed to carry out the department's main task, namely providing quality and equitable health services. If not resolved immediately, these internal divisions and conflicts can have a negative impact on the agency's ability to achieve public health targets.

The t-statistic value of supervision of employee performance in this study is higher than the t-table value, namely  $2.746 > 1.984$  or a lower significance value than the 5% alpha value, namely  $0.006 < 0.050$ . This means that supervision has a direct and significant effect on the performance of Kampar District Health Service employees, so that this third hypothesis is accepted with a confidence level of 95%. The results of testing the third hypothesis in this research show that supervision has a direct effect on employee performance at the Kampar District Health Service. This condition occurs because the monitoring of work implementation implemented by the leadership has been effective, including clear instructions regarding work mechanisms and procedures, so that each employee has definite guidelines in carrying out their duties, good communication has been created between the leadership and employees, allowing for an efficient flow of information, and the sense of responsibility that each individual in the

organization has is also an important factor that encourages increased employee work results. The implementation of an effective reporting and evaluation system for task achievements further strengthens this supervisory structure so that it can ensure that activities and work programs carried out can be monitored and evaluated properly.

The main task of the Health Service is to provide quality health services to the community and to achieve this goal, strict supervision and review of work from the leadership plays an important role in ensuring that all health programs and activities run according to plan. Good supervision ensures that all employees work in accordance with established procedures, thereby not only improving the quality of health services, but also ensuring efficiency and accuracy in carrying out their duties. Evaluation of work results and regular reporting also allows for continuous improvements in the health programs implemented, such as controlling disease, improving maternal and child health, as well as providing health services that can be enjoyed by the community throughout the Kampar Regency area. Even though this tight supervision contributes positively to employee performance, several weaknesses still need to be considered, one of the problems that arises is leaders who sometimes put too much pressure on meeting targets or carrying out work. High demands to complete work quickly can create excessive pressure on employees, which has the potential to disrupt the quality of work results. This pressure, if not managed well, can have a negative impact on employee well-being and risks reducing work motivation. In the long term, this situation can affect the ability of the Health Service to carry out its main duties optimally, because employees may feel burdened with unrealistic expectations, thus hindering the achievement of larger goals in health services to the community.

The t-statistical value of work culture on employee performance in this study is lower than the t-table value, namely  $1.146 < 1.984$  or a significance value higher than the 5% alpha value, namely  $0.252 > 0.050$ . This means that work culture does not have a significant effect on employee performance at the Kampar District Health Service, so this fourth hypothesis is rejected at a 95% confidence level. The results of testing the fourth hypothesis show that work culture has no direct effect on employee performance at the Kampar District Health Service. This condition reflects that even though currently there are employees who have the habit of showing high loyalty and dedication, such as always coming to work on time, carrying out tasks according to schedule and spending time working in the office, the results of their work are not completely optimal. This happens because even though these employees are diligent and obedient to the rules, they are not yet supported by adequate and qualified skills or competencies to achieve the work targets that have been set. As a result, even though the habit of self-discipline already exists, this is not enough to ensure employee performance is as expected by the department in providing maximum health services.

The Health Service has the main task of ensuring that all communities receive quality health services. This includes the provision of health services, management of public health programs, as well as disease control and health promotion. To carry out this task, it is not enough to rely solely on loyalty and dedication without adequate technical capabilities. Every employee in the Health Service is expected to be able to make a significant contribution to achieving the department's goals, including designing and implementing effective health programs. However, weaknesses in the existing work culture, such as the inability of some employees to achieve work targets, show that loyalty and physical presence alone are not enough to ensure the effectiveness of carrying out the main duties of the service. Apart from that, there are also unhealthy work habits that are developing within the agency, such as the emergence of a selfish character among some employees and the habit of prioritizing internal and emotional closeness in carrying out tasks, thus becoming obstacles in achieving optimal performance. The existence of habits like this can create a less professional work environment, where decision making is more influenced by personal relationships than by objective

evaluation of performance or task requirements. In the context of the main task of the Health Service, this can be very detrimental, because health services to the community must be based on objective and professional standards, not just emotional relationships or internal closeness. To achieve maximum performance, the department needs to review this work culture and ensure that every employee is able to contribute professionally and competently in supporting existing health programs.

The t-statistical value of work motivation on employee performance in this study is higher than the t-table value, namely  $2.775 > 1.984$  or a lower significance value than the 5% alpha value, namely  $0.006 < 0.050$ . This means that work motivation has a significant effect on the performance of Kampar District Health Service employees, so that the fifth hypothesis is accepted at a confidence level of 95%. The results of testing the fifth hypothesis in this research show that work motivation has a significant effect on employee performance at the Kampar District Health Service. This condition occurs because most employees already have a strong internal drive to provide optimal service to the community; and already have the desire to provide a quick response to complaints and health problems that develop in the community. Apart from that, the role of leaders who are alert in handling conflicts and internal problems also helps create a productive work atmosphere. Regular staff meetings and periodic evaluations help strengthen employee morale, because they get the opportunity to discuss problems and receive clear direction in carrying out the main task of the department, namely providing quality health services.

The function of the Health Service is to ensure that all levels of society receive good health services, through various programs and activities related to preventing and treating disease, health promotion, and improving health facilities. In order to support this task, employee work motivation is a very important aspect. Strong motivation allows employees to work more efficiently and proactively, especially in facing daily challenges such as handling public complaints and responding to urgent health problems. Evaluation meetings and open communication between leadership and staff help align efforts to achieve service targets, both in terms of service quality and equitable distribution of health services in Kampar Regency. Although work motivation in general has had a positive impact on employee performance, there are several weaknesses that still need to be considered. One of them is inequality in the provision of DL and SPPD which is adjusted to employee competency. This often creates a sense of injustice among employees, especially for those who feel they do not get equal opportunities for personal development. Apart from that, social jealousy between employees in various fields is also an issue that can disrupt teamwork and affect work morale. In the context of the main task of the Health Service, this could be an obstacle in achieving the department's big goals, namely improving the quality and accessibility of health services which must continue to be encouraged through solid cooperation between all elements of the department.

The t-statistical value of monitoring employee performance through work motivation is higher than the t-table value, namely  $2.118 > 1.984$  or the significance value is lower than the 5% alpha value, namely  $0.035 < 0.050$ . This means that supervision has a significant effect on employee performance through work motivation at the Kampar District Health Service, so that the sixth hypothesis is accepted at a 95% confidence level. The results of testing the sixth hypothesis in this study show that supervision has a significant indirect effect on employee performance through work motivation at the Kampar District Health Service. This means that leadership control plays a very important role in creating an environment that encourages employees to excel. One of the main factors that influences employee encouragement is giving rewards or awards to employees who excel, such as evaluating the best ASN and best non-ASN. This award provides encouragement for employees to continue to strive to improve their performance, because they feel that their efforts and contributions are appreciated. This reward

system not only strengthens individual motivation, but also fosters healthy competition between employees, which ultimately improves overall performance.

In carrying out its duties, the Health Service is required to create, implement and control quality health service programs for the community and to achieve this goal, human resource (HR) development is an important priority. Supervision carried out by leadership is directed at supporting human resource development through education and training programs (diklat) as well as technical guidance (bimtek). These programs help improve employee competencies and skills, so that they are better prepared to face challenges in the field. With supervision that prioritizes human resource development, the Health Service can ensure that every employee has the skills needed to carry out their main duties, such as improving the quality of health services, disease control and health promotion in Kampar. Although supervision has a strong impact on increasing work motivation, there are also drawbacks that need to be considered. In some cases, too much focus on education and training programs and technical guidance can ignore the need for more direct supervision of daily operational tasks. Employees who are too frequently involved in training activities can feel burdened with additional responsibilities, while they are also expected to continue to maintain performance in their routine duties, so it is important for the Health Service to balance employee development through training and strict operational supervision so that the main goal, namely providing equitable health services, which can still be achieved without sacrificing efficiency in carrying out daily tasks.

Furthermore, the t-statistical value of work culture on employee performance through work motivation in this study is higher than the t-table value, namely  $2.012 < 1.984$  or a significance value lower than the 5% alpha value, namely  $0.045 < 0.050$ . This means that work culture has a significant influence on employee performance through work motivation at the Kampar District Health Service. This seventh hypothesis can be accepted at a confidence level of 95%. The results of testing the seventh hypothesis indicate that work culture has a significant indirect effect on employee performance through work motivation at the Kampar District Health Service. This condition shows that the work habits that have developed within the agency have formed a sense of kinship, togetherness and a sense of belonging between employees and leaders within the agency. These factors are an important foundation that fosters employee work motivation, because they feel supported emotionally and socially in carrying out their duties. The existence of activities such as joint sports every Friday, wirid on Islamic holidays, as well as various joint activities such as celebrating National Health Day, strengthens the sense of togetherness within the agency. This has a positive impact on work morale and team collaboration, which ultimately supports performance in carrying out the main tasks of the Health Service.

To carry out its main task of providing quality health services to the community, and a healthy work culture can play an important role in supporting the achievement of this task. Activities that support physical fitness, such as group sports, help maintain the physical and mental health of employees, so that they are better prepared to face the workload. Apart from that, through wirid events and other religious activities, employees have the opportunity to reflect on spiritual values which can strengthen moral motivation in carrying out their duties. Structured activities, such as regular ASN health checks, also ensure that Health Service employees themselves are in prime condition to serve the community well. All of these elements create a work culture that supports the implementation of the main duties of the service in a professional and sustainable manner. Even though this good work culture has a positive impact on work motivation, there are still several challenges that need to be overcome. One of the challenges faced is how to utilize this culture of kinship and togetherness to directly improve employee performance in the field. For example, even though a quick emergency unit (standby team) is available to handle health emergencies, it is important that the team continues to be improved and its performance monitored. The team's preparedness and speed of response

is an integral part of health services to the community, especially in emergency conditions. By strengthening a work culture that supports collaboration and togetherness, as well as focusing on developing rapid emergency teams and increasing employee competency, the Health Service can be more effective in carrying out its main task of providing responsive and quality health services.

## CONCLUSION

The results of this research conclude that;

1. Supervision has been proven to have a significant effect on employee work motivation.
2. Work culture has been proven to have a significant effect on employee work motivation.
3. Supervision is proven to have a significant direct effect on employee performance.
4. Work culture has not been proven to have a significant direct effect on employee performance.
5. Work motivation has been proven to influence employee performance.
6. Supervision has been proven to have a significant indirect effect on employee performance through work motivation.
7. Work culture has been proven to have a significant indirect effect on employee performance through work motivation.

## REFERENCE

- Ardina, H., *at. all.* (2022). *The Impact of Training and Work Motivation on the Employee Performance: Evidence on Kampar Regency Inspectorate*. ECo-Buss. 4(3). 594–605.
- Bunawar, K. (2019). *Hubungan Penghargaan, Tanggung Jawab, Pengawasan, Hubungan Interpersonal terhadap Motivasi Kerja Kader Posyandu di Wilayah Kerja Puskesmas Sungai Bengkal Kabupaten Tebo Tahun 2017*. Scientia Journal. 8(1). 249-255.
- Desilia, P. Dewi., & Harjoyo. (2019). *Manajemen Sumber Daya Manusia*. Cetakan Pertama. Penerbit Universitas Pamulang Press. Tangerang Selatan.
- Djoko, S. W. (2017). *Pengaruh Budaya Organisasi, Kepemimpinan dan Kompensasi Melalui Motivasi Kerja Terhadap Kinerja Pegawai*. Jurnal Fakultas Ekonomi dan Bisnis.13(2). e-ISSN: 2407-5310.
- Elly., & Erna. (2016). *Manajemen Aparatur Sipil Negara “Modul Pelatihan Dasar Kader PNS*. Edisi Revisi. Jakarta: Lembaga Administrasi Negara Republik Indonesia.
- Enny, Mahmudah. (2019). *Manajemen Sumber Daya Manusia*. Cetakan Pertama. Penerbit UBHARA Manajemen Press. Jawa Timur.
- Evi, W. (2015). *Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Bagian Keuangan Organisasi Sektor Publik Dengan Motivasi Kerja Sebagai Variabel Intervening*. Jurnal Nominal. 4(1).
- Fadriani, A., *at. all.* (2022) *Pengaruh Motivasi Kerja, Pengawasan Dan Budaya Organisasi Terhadap Kinerja Pegawai Di Dinas Kesehatan Kabupaten Wajo*. Master of Management Journal.
- Fauzan, M. O., & Fathiyah. (2017). *Pengaruh Budaya Organisasi, Gaya Kepemimpinan dan Pengawas Terhadap Motivasi Kerja Serta Dampaknya Terhadap Kinerja Pegawai Dinas Pekerjaan Umum (PU) Kabupaten Batang Hari Jambi*. J-MAS. 2(2).
- Hardiansyah. (2019). *Kualitas Pelayanan Publik, Disertai Dengan Konsep, Dimensi, Indikator, dan Implementasi*. Penerbit Gava Media, Yogyakarta.
- Huseno, Tun. (2016). *Kinerja Pegawai: Tinjauan dari Dimensi Kepemimpinan, Misi Organisasi, Budaya Organisasi dan Kepuasan Kerja*. Penerbit Media Nusa Creative. Malang.

- Indriapati, A., *at. all.* (2020). *Pengaruh Pendidikan dan Pelatihan, Motivasi Kerja Serta Budaya Kerja Terhadap Kinerja Pegawai Pada Sekretariat DPRD Kabupaten Pinrang.* Jurnal NMaR: Nobel Management Review.
- Janggur, A., *at. all.* (2021). *Analisis Standar Operasional Prosedur Kerja dan Pengawasan Terhadap Kinerja Pegawai Pada Kantor Dinas Peternakan dan Kesehatan Hewan Provinsi Sulawesi Selatan.* Macakka Journl. 2(4). 98-106.
- Khairunnisa. (2021). *Pengaruh Kepemimpinan Terhadap Kinerja Aparatur Sipil Negara Melalui Motivasi kerja dan Kepuasan Kerja Pada Sekretariat DPRD Kabupaten Takalar.* Fakultas Enonomi dan Bisnis Universitas Hasanuddin Makasar.
- Leo, S. P. (2022). *Pengaruh Kepemimpinan, Pengawasan, Disiplin Kerja dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Perumahan dan Kawasan Pemukiman Kabupaten Tapanuli Tengah.* Jurnal Manajemen Terapan dan Keuangan (Mankeu). 11(4). E-ISSN: 2685-9424.
- Listriana, A. (2022). *Pengaruh Pengawasan Dan Budaya Kerja Terhadap Motivasi Kerja Serta Dampaknya Pada Kinerja Pegawai Dinas Pendidikan Kota Palembang.* S-2 thesis. Universitas Tridinanti.
- Lolasari, N. H. (2019). *Pengaruh Pengawasan, Budaya Organisasi dan Remunerasi Terhadap Motivasi Kerja Pegawai.* Maneggio: Jurnal Ilmiah Magister Manajemen. 2(2). 200-213. ISSN: 2623-2634.
- Manurung, E. *at. all.* (2021). *Pengaruh Fasilitas Kerja, Kedisiplinan dan Pengawasan Terhadap Kinerja Pegawai Dinas Perikanan Kota Tanjungbalai.* JMB (Jurnal Manajemen dan Bisnis).
- Margiyanti, T. W. (2022). *Pengaruh Promosi Jabatan, Lingkungan dan Pengawasan Terhadap Kinerja Pegawai Melalui Motivasi Kerja.* Jurnal Cahaya Mandalika. E-ISSN: 2721-4796.
- Marwansyah. (2020). *Motivasi Terhadap Kinerja Aparatur Sipil Negara (ASN) di Sekretariat Dewan Perwakilan Rakyat Daerah (DPRD) Kabupaten Poso.* Universitas Sintuwu Maroso.
- Nyoto. (2019). *Manajemen Transformasi Budaya Konfusianisme Dalam Meningkatkan Kinerja Perusahaan.* Cetakan Pertama. Lembaga Ladang Kata. Ban
- Panjaitan, L. S. (2022). *Pengaruh Kepimimpinan, Pengawasan, Disiplin Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Perumahan Dan Kawasan Pemukiman Kabupaten Tapanuli Tengah.* Jurnal Manajemen Terapan dan Keuangan. 11(4). P-ISSN: 2252-8636. E-ISSN: 2685-9424.
- Priyono. (2017). *Pengantar Manajemen.* Cetakan Kesepuluh. Penerbit Zifatama Publisher. Surabaya.
- Riska, A. S., *at. all.* (2019). *Pengaruh Teamwork dan Persepsi Pegawai Tentang Pengawasan Pimpinan Terhadap Motivasi Kerja Pegawai di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Wonogiri.* Jurnal Informasi dan Komunikasi Administrasi Perkantoran. 3(2). e-ISSN: 2614-0349.
- Samsir. (2021). *Pengaruh Kepemimpinan, Disiplin Kerja dan Motivasi Terhadap Kinerja Pegawai Pada Sekretariat DPRD Kabupaten Bantaeng.* STIE Nobel Indonesia Makassar.
- Srigati, I. (2020). *Pengaruh Pengawasan, Motivasi dan Kompetensi Terhadap Kinerja Pegawai Distanbun.* Business and Accounting Education Journal. 1(1).
- Wibowo. (2016). *Manajemen Kinerja.* Edisi Kelima. Cetakan Kesepuluh. Penerbit Rajawali Pers. Jakarta.
- Wijaya, Candra., & Rifa'i, M. (2016). *Dasar-Dasar Manajemen Mengoptimalkan Pengelolaan Organisasi Secara Efektif dan Efisien.* Cetakan Pertama. Penerbit Perdana Publishng. Medan

Zulher., *at. all.* (2023). *Analisis Motivasi, Disiplin dan Pengaruhnya Terhadap Kinerja Pegawai Dengan TPP Sebagai Variabel Moderasi Di Dinas Pariwisata, Kepemudaan Dan Olah Raga Kabupaten Rokan Hilir.* Management Studies and Entrepreneurship Journal (MSEJ). 4(2). 1243–1256.