

## **Effect of Work Planning and Supervision at the Workplace on Employee Effectiveness at Operational Bureau of PT BPR Kencana in Cimahi City**

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**Abstract.** PT BPR Kencana in Cimahi City, West Java, has carried out activities to increase work planning and supervision at the workplace, especially within the Operations Bureau. This study aims to determine how much influence work planning and supervision at the workplace have on the effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City. The research method used in this research is the descriptive-verification research method and the population in this research is the employees of the Operational Bureau, totaling 35 employees. The results showed that work planning variables affect the work effectiveness of the Operational Bureau of PT BPR Kencana in Cimahi City by 15.7 percent. Besides that, supervision at the workplace has an effect of 31.8 percent on the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City. Work planning and supervision at the workplace have less influence simultaneously influencing the work effectiveness of employees at the Operational Bureau of PT BPR Kencana in Cimahi City.

**Keywords:** Work planning, Supervision at the workplace; Work effectiveness; BPR.

**Abstrak.** PT BPR Kencana di Kota Cimahi, Jawa Barat, telah melaksanakan kegiatan-kegiatan untuk peningkatan perencanaan kerja dan pengawasan di tempat kerja, khususnya di lingkungan Biro Operasional. Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh perencanaan kerja dan pengawasan di tempat kerja terhadap keefektifan kerja para pegawai Biro Operasional PT BPR Kencana di Kota Cimahi. Metode penelitian yang digunakan dalam penelitian ini adalah metode deskriptif-verifikatif dengan populasi pegawai Biro Operasional yang berjumlah 35 orang karyawan. Hasil penelitian ini menunjukkan bahwa variabel perencanaan kerja mempengaruhi secara signifikan keefektifan kerja Biro Operasional PT BPR Kencana di Kota Cimahi sebesar 15,7 persen, sedangkan pengawasan di tempat kerja berpengaruh signifikan sebesar 31,8 persen. Perencanaan kerja dan pengawasan di tempat kerja terbukti kurang berpengaruh dalam secara simultan mempengaruhi keefektifan kerja Biro Operasional PT BPR Kencana di Kota Cimahi.

**Kata kunci:** *Perencanaan kerja; Pengawasan di tempat kerja; Keefektifan kerja; BPR.*

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## **BACKGROUND**

Facing competition in every developing country, especially countries that are boosting the economy after the Covid-19 Pandemic, every company is required to work more efficiently and effectively and be able to increase competitiveness in order to maintain the company's survival. Human Resources (HR) in the company plays a very important role, because HR is the only resource capable of carrying out management functions. A company cannot run well without human resources, even though it uses advanced technology. Intense competition requires companies to be able to survive and put their position in an established position, so that companies are increasingly aware of the need to implement a good management and in accordance with the company's household so that the company is able to survive and continue to grow (Terry, 2018).

One of the important points in the management function so that the company's goals can be achieved is the implementation of planning and supervision. This is because with the implementation of planning and supervision, the company can determine goals, direct, inspect, research, and assess the implementation of the work. The existence of planning and supervision is expected to reduce the possibility of irregularities that occur so that the possibility of losses can be eliminated or at least can be reduced (Siswanto, 2017).

Planning is a process of setting goals to be achieved in the future and determining the necessary stages (Priatna & Ilhami, 2022). Some people argue that planning is an activity that is limited by a certain time scope, so that planning is further defined as a coordinated activity to achieve a goal. Basically, planning functions to assist in the decision-making process in relation to the desired results with the use of resources and the establishment of a communication system that allows reporting and control of final results and comparison of these results with the plans that have been made (Siswanto, 2017).

Supervision is a process of activities carried out to ensure that the implementation of work is in accordance with a predetermined plan (Purwadi, 2017). The supervisory function which is part of the management function needs to be realized and developed so that the work effectiveness of employees can be achieved in accordance with what is expected by the company, with this supervision on the work effectiveness of employees can be improved. Supervision can help as well as play an important role in efforts to achieve the goals that have been planned, so that with the supervision if there are deviations during implementation and after implementation can be immediately identified. Supervision can also help in evaluating the implementation of the work that has been done, so that it can be used as a guide for further action (Suandy, 2018).

The level of effectiveness of the workforce is strongly influenced by the guidance, regulation, management, utilization, and development carried out by the management, because management has direct responsibility for the development of the workforce

who are subordinates, so that management has a great responsibility for the effectiveness of the workforce (Sastrohadiwiryono & Syuhada, 2021). Employees need effective performance in every job. Work effectiveness can be assessed through an employee performance evaluation process which is the basis for salary increases, other benefits available in the organization and promotions. So, effectiveness at work is very important because that is the key to the success of an organization or company (Emerson in (Handyaningrat, 2020)).

An element that can boost the pace of the economy quickly is the role of Financial Institutions, financial institutions play a very important role in economic progress, because financial institutions are one of the media that have various facilities in providing a smooth pace of the economy (Baroroh, 2012). Financial institutions in the financial world act as institutions that provide financial services to their customers or customers, where in general these institutions are regulated by financial regulations from the government. In Indonesia, financial institutions are divided into two groups, i.e. banking institutions and non-banking institutions, for example insurance, pawnshops, securities companies, and other financing institutions (Latumaerissa, 2017).

Financial institutions in the form of banks, provide services as intermediaries between capital owners and debt markets who are responsible for channeling funds from investors to companies that need these funds. The presence of these financial institutions facilitates the flow of money circulation in the economy, where money from individual investors is collected in the form of savings so that the risk of these investors shifts to financial institutions which then channel these funds in the form of debt loans to those in need. This is the main purpose of a depository institution or bank, to generate income (Latumaerissa, 2017).

PT BPR Kencana in Cimahi City is a seller of financial services that have an important role in development in the region, especially the City of Cimahi. In selling financial services, PT BPR Kencana in Cimahi City provides funds to the community and finances development for the prosperity of the community itself. So that, with the increasing demands of the community for better service, the company tries to fulfill the wishes of the community by increasing employee activities, i.e. providing services in accordance with the provisions and can satisfy service users.

PT BPR Kencana in Cimahi City has taken various ways to improve the effectiveness of employees' work which had previously been carried out during the Covid-19 Pandemic, where one of the ways taken was work planning and supervision at the workplace. This refers to (Siswanto, 2017) who explains that a plan is an integrative activity that seeks to maximize the overall effectiveness of an organization as a system, in accordance with the objectives to be achieved. Where planning is done so that every employee can know and carry out the company's goals so as to create understanding and reduce the multiple meanings of what must be done. Supervision is carried out by comparing everything that has been carried out with the standards or plans that have been made, as well as making improvements when deviations occur. This is in accordance with what was stated by (Handoko, 2018) that supervision is the application of the most effective way in which the readiness of the equipment to ensure that the plan has been implemented in accordance with what has been determined. By doing good planning and supervision where the results can be measured accompanied by achievements in accordance with what has been determined. Supervision is carried out

at every stage to facilitate repairs in the event of deviations, so that the risk of negligence, unintentional or intentional mistakes can be avoided.

The results of the interview from the Head of the Operations Bureau conducted on September 01-2022, stated that the planning and supervision carried out at PT BPR Kencana in Cimahi City is in accordance with the Standard Operating Procedure (SOP) which has been updated during and after the Covid-19 pandemic, where planning is aimed at stability in achieving each employee's goals. According to (Sailendra, 2015) explains that standard operating procedures (SOPs) are a guide used to make sure a business operates efficiently. A well-implemented SOP will lead to uniformity in performance, product, and service processes across the board in terms of accessibility, responsiveness, and equilibrium. The SOP has the aim of providing employees with adapting to dynamic changes and preparing employees for conditions that change drastically or under pressure during the Covid-19 Pandemic. From a supervisory point of view, the Head of the Operational Bureau of PT BPR Kencana in Cimahi City emphasized that the supervision implemented was in accordance with the directives and regulations from Bank Indonesia, where the supervision used two approaches, namely supervision based on rules and regulations. *Compliance Based Supervision* (CBS) and *Risk Based Supervision* (RBS). With this approach, it is an effort to improve the supervisory system so that it can increase the effectiveness and efficiency of banking supervision, especially during the Covid-19 Pandemic. Gradually, the supervisory approach applied by PT BPR Kencana in Cimahi City will switch to full supervision based on the effectiveness of the work of employees, especially in the Operations Bureau.

In addition, employees are also given knowledge about products and manners as well as customer service ethics before carrying out their work so that the work produced by employees can be effective. However, in practice the opposite may occur, namely a decrease in the effectiveness of employees' work. Planning and supervision that has been carried out by PT BPR Kencana in Cimahi City properly is not accompanied by the expected work effectiveness of employees. Based on the results of the assessment that the researchers did at PT BPR Kencana in Cimahi City, there are problems that arise from the lack of work effectiveness of employees.

One of the findings of a decrease in work effectiveness is the lack of thoroughness that employees have in terms of carrying out tasks, as can be seen from the errors in the work process carried out by employees. An example is the occurrence of an error in the data *input* process in the *banking system*, where the data is a cash financial transaction report which is one of the Bank's *online reporting obligations* through the *banking system* to external parties, i.e. in this case PPATK (Financial Transaction Reports and Analysis Center), it hinders the smooth running of the work.

Furthermore, there are pending work that hampers the success of the task, one of which is the lack of accuracy in compiling reports of cash financial transactions with a considerable amount. Although the report has a fairly high level of complexity and problems because it involves transaction activities from all customers and with various types of transactions, the supervision of the preparation of the report has been carried out in accordance with SOPs and is still less effective in carrying out the work. This causes delays in reports that are not monitored and has the potential to be imposed with sanctions or fines from the regulator in this case Bank Indonesia and PPATK.

The next finding is that employees do not understand the standards of work that have been set, where the standards are made based on a condition or work ability when facing the Covid-19 Pandemic. These work standards educate every employee in planning work, but there are still revisions that show most employees have not worked effectively. This is indicated by the weak level of employee initiative in evaluating or taking necessary corrective actions if the implementation deviates from the standard, making employee performance less effective (not in accordance with procedures). An example of this problem is the delay in submitting a report that is not followed up with an evaluation or corrective action, this evaluation or corrective action must be carried out when the results of the analysis show indications of low or substandard performance, with the aim that these conditions can be re-adjusted with standard procedures. applicable, and all forms of deviation do not recur.

Work activities that show less effectiveness are carried out by employees of PT BPR Kencana in Cimahi City is inversely proportional to research conducted by (Bharoto, 2013), that the planning and supervision carried out by the Drinking Water Trading Company (PD) in Cirebon City can significantly affect the work effectiveness of its employees. Furthermore, research conducted by (Zuliyati, 2005) at PT Tri Cahya Purnama in Semarang City also proves that there is a partial influence between planning on work effectiveness. The statement and the results of the previous research indicate that there is a gap between planning and work supervision in determining work effectiveness among the employees of PT BPR Kencana in Cimahi City and further research need to be held. Research conducted by (Pasaribu, 2017) conducted research based on data obtained through observation and distributing questionnaires, it can be concluded that the supervision carried out by superiors has not been effective because supervision is not timely so employee performance is not optimal. Then the effectiveness of employees' work is still far from what is expected because employees often procrastinate when completing tasks assigned by superiors. While the effect of supervision on the effectiveness of employee work, there is a significant influence between supervision on the effectiveness of employee work employees in order to improve work effectiveness so that the goals of the organization are achieved properly. So, based on the description above, this research is aimed to obtain an overview of work planning, supervision at the workplace, and employee work effectiveness, as well as the influence of work planning and supervision at the workplace on employee work effectiveness in the Operational Bureau of PT BPR Kencana in Cimahi City, West Java.

## **THEORETICAL REVIEW**

### **Human Resource Management**

Human resource management is part of management science, which means it is an effort to direct and manage human resources within an organization so that they are able to think and act as expected by the organization. An advanced organization is certainly produced by personnel/employees who can manage the organization towards the desired progress of the organization, on the contrary, not a few organizations are destroyed and fail because of their inability to manage human resources (Astria, 2012). Human resource management is the construction of a formal system in an organization to manage human talent in order to achieve organizational goals (Mathis et al., 2016). Human resource management is a process of dealing with various problems within the scope of



employees, employees, workers, managers and other workers to be able to support the activities of an organization or company in order to achieve predetermined goals (Cherrington, 2019).

According to (Cherrington, 2019) suggests that HR management is looking at efforts in its efforts to improve the effectiveness of the company, the human resources department analyzes individual and company problems and makes appropriate changes. Problems that are often considered by the human resources department are the causes of absenteeism and employee delays, how good recruitment and selection procedures are, and causes of workforce dissatisfaction. The human resources department is responsible for collecting and analyzing information pertaining to these issues. The results are used to assess whether existing policies need to be changed or not.

Supervision carried out by the concept of human resource management carries out activities that provide services directly to the manager. Recruitment, orientation training, record keeping, and job reporting are examples of these roles. Furthermore, the management of human resources in carrying out the control of work planning. Human resource management is tasked with controlling the human resource management function within the company. Human resource management issues policies and controls human resources through these policies, so that human resource management acts as a representative of the company's highest management. With the existence of various regulations, this role is increasingly important in regulating work safety issues, equal employment opportunities, labor relations, and compensation.

### **Employee Work Planning**

Planning is needed and occurs in various forms of companies, because this planning is the basic process of management in making decisions and actions. Planning is the most important stage of a management function, especially in the face of a dynamically changing external environment. In this era of globalization, planning must rely more on rational and systematic procedures and not only on intuition and hunches (guess). According to Siswanto (2017), a plan is an integrative activity that seeks to maximize the overall effectiveness of an organization as a system, in accordance with the objectives to be achieved. According to Suandy (2018) planning is the process of determining organizational (company) goals and then presenting (articulated) clearly the strategies (programs), tactics (program implementation procedures) and operations (actions) needed to achieve the goals. company as a whole. According to Handoko (2018), planning activities basically go through four stages as follows:

1. Stage 1: Setting a goal or set of goals. Planning begins with decisions about the wants or needs of the company or work group. Without a clear formulation of objectives, the company will use its resources ineffectively.
2. Stage 2: Formulate the current state. An understanding of the company's current position, the goals to be achieved or the resources available to achieve the goals is very important, because goals and plans involve the future. Only after the current state of the company is analyzed can a plan be formulated to describe further action plans. This second stage requires information, especially financial and statistical data obtained through communication within the organization.
3. Stage 3: Identify all the conveniences and obstacles. All strengths and weaknesses as well as conveniences and obstacles need to be identified to measure the company's

ability to achieve goals. Therefore, it is necessary to know the internal and external environmental factors that can help the company achieve its goals, or which may cause problems. Although difficult to do, anticipating circumstances, problems, and opportunities that may occur in the future is an essential part of the planning process.

4. Stage 4: Develop a plan or series of activities for the achievement of goals. The final stage in the planning process includes the development of various alternative activities to achieve the objectives, the assessment of these alternatives and the selection of the best (most satisfactory) alternative among the various alternatives.

From the description, the first hypothesis (H1) is formulated as follows:

**H1: Employee work planning has a significant influence on the work effectiveness of employees of the Operational Bureau of PT BPR Kencana in Cimahi City.**

### **Employee Work Supervision at the Workplace**

Supervision is closely related to planning, which is essentially that there is a reciprocal relationship between planning and supervision. Without planning, supervision is impossible to carry out because there are no guidelines for conducting supervision. When putting supervision into practice, there are a few different things to think about and take into account. Among these include ensuring that the requirements of the supervisee are comprehended and that the supervision is adapted to meet those requirements (Rothwell et al., 2019). Planning is intended to determine programs that are appropriate, integrated and clearly targeted, while supervision is intended to regulate that all activities are carried out in accordance with predetermined plans, instructions and principles. According to Dalton Handayaningrat (2020), supervision is to find out whether the implementation of work is in accordance with a predetermined plan, if necessary by making adequate changes or corrections. And, supervision is the process of observing the implementation of all organizational activities to ensure that all work can run according to a predetermined plan. According to Handoko (2018), the supervision process includes four elements as follows:

1. Determination of implementation standards.

Standard is a criterion to measure the results of the work that has been done. Standards made are usually based on a normal working condition or ability. Viewed from the perspective of supervision, the standard means as a unit of measurement that can be used as a “benchmark” for the assessment of results. So with the standard, the company can carry out supervision effectively and efficiently.

2. Determination of implementation measures.

The step of determining the implementation measures is to determine the exact measurement of the implementation of activities. This step in brief is to determine the results indicator, the purpose of this step is the purpose of supervision before and during the activity is carried out so that managers can overcome and correct any deviations before the activity is completed.

3. Measurement of actual implementation and comparison with work standards.

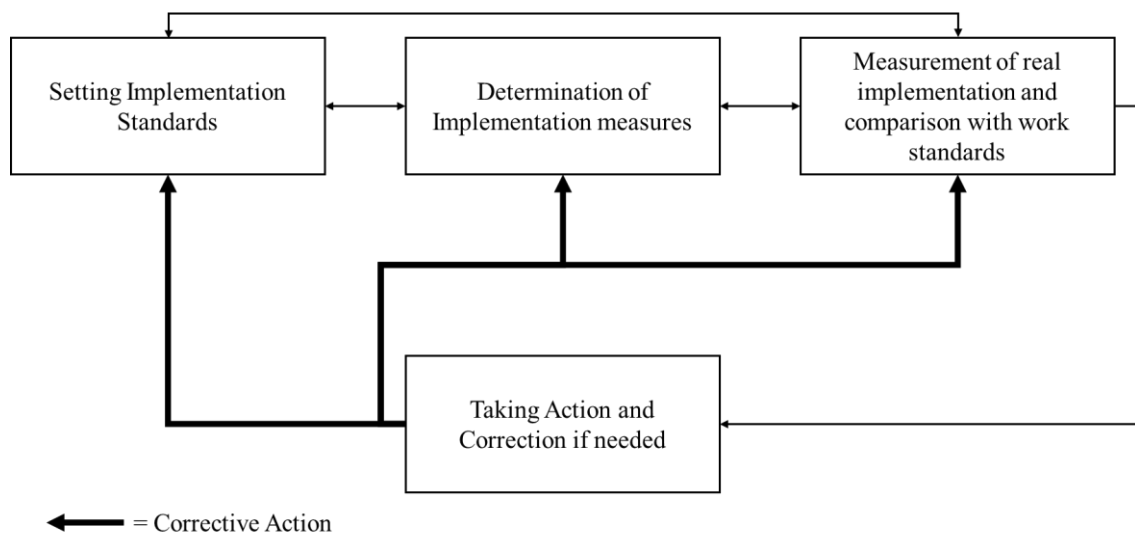
The step to measure actual implementation is a continuous (continuous) and repetitive (repetitive) process, with the actual frequency depending on the type of activity being measured. Meanwhile, comparing the implementation with the standards that

have been set is comparing the results that have been measured with the targets or standards that have been set.

4. Taking necessary corrective action when the implementation deviates from the standard.

This action is taken when performance is low below standard and analysis indicates the need for action. Corrective action can be in the form of making changes to one or more activities in the organization's operations or to predetermined standards. So in other words corrective action is taken with the aim of improving and perfecting all activities, policies and work results that are not in accordance with the plan or standard.

The relationship of the four elements of the supervision process can be seen in Figure 1.



Source: Handoko (2018).

**Figure 1. Supervision Process**

From the description, the second hypothesis (H2) is formulated as follows:

**H2: Employee work supervision at the workplace has a significant influence on the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City.**

### **Employee Work Effectiveness**

The main purpose of structuring management activities is an effort to achieve company goals by using all available resources effectively and efficiently. The definition of effectiveness in an organization has different meanings, depending on the frame of reference it uses. This is due to the diversity of the nature and composition of the activities of an organization. So it is not surprising that there is conflict of opinion about the meaning and criteria of experience. For example, managers and analysts often



disagree that there is only one proper evaluation criterion for work effectiveness, namely salary. However, this is not the case, because some companies prioritize profit.

According to Emerson (in Handayani, 2020) effectiveness is a measurement in the sense of achieving predetermined goals or objectives. According to (Gibson et al., 2018) effectiveness is the achievement of agreed targets for joint efforts. The level of achievement of the target indicates the level of effectiveness.

Based on the two understandings above, it can be interpreted that effectiveness is when the goals or objectives have been achieved as previously planned are effective, but if the goals or objectives are not completed in accordance with the specified time then the work is not effective. In other words, effectiveness can be interpreted as an effort to increase to achieve a goal precisely arising from the influence of a certain thing.

Furthermore, Gibson et al. (2018) states that work effectiveness has four indicators, namely the first implementation of tasks; which can be measured from Skills; Experience; Will; Supporting factors. The second indicator is the task's success; which can be measured from the results/quality of work; work inhibiting factors; Delayed work. The third indicator is Attitude, Which can be measured from the Perspective/perception of work. The last indicator, Collaboration in question, is Collaboration with colleagues; Collaboration with superiors/leaders; Cooperation with subordinates. From the description, the third hypothesis (H3) is formulated as follows:

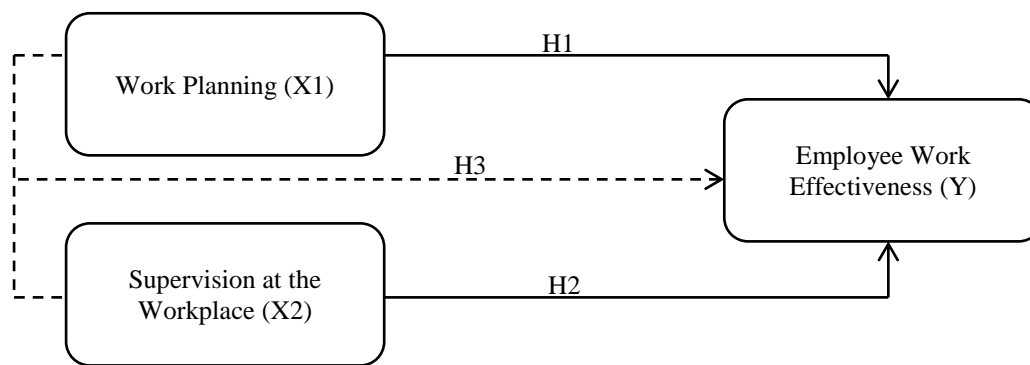
**H3: Work planning and supervision at the workplace of employee have a significant influence on the work effectiveness of employees of the Operational Bureau of PT BPR Kencana in Cimahi City, simultaneously.**

### **Previous research**

Research conducted by Zuliyati (2005) at PT Tri Cahya Purnama in Semarang City also proves that there is a partial influence of work planning on work effectiveness. The statements and results of previous research indicate that there is a gap between work planning and supervision at the workplace in determining work effectiveness among employees of PT BPR Kencana in Cimahi City, and further research needs to be continued. The research of Pasaribu (2017) was based on data obtained through observation and the distribution of questionnaires. It can be concluded that supervision carried out by superiors has not been effective because supervision is not timely, so employee performance is not optimal. Then, the work effectiveness of employees is still far from what is expected because employees often procrastinate when completing tasks given by superiors. While the influence of supervision on employee work effectiveness is significant, there is a significant influence between supervision and employee work effectiveness in order to increase work effectiveness so that organizational goals are achieved properly. Furthermore, the research of Bharoto (2013) found that the work planning and the supervision at the workplace carried out by the Drinking Water Trading Company (PD) in Cirebon City can significantly affect the work effectiveness of its employees.

### **Research Model**

The relationship between variables used in this study can be seen in the Figure 2.



**Figure 2. Research Model**

## RESEARCH METHOD

This study aims to obtain an overview of the influence of work planning and supervision at the workplace on the effectiveness of employees' work at the Operational Bureau of PT BPR Kencana in Cimahi City. This research uses descriptive-verification method. The descriptive research is a research which main purpose is to describe usually characteristics or functions. Another characteristic of descriptive research is that it does not make comparisons or connect with other variables (Sugiyono, 2019).

**Table 1. Operational Research Variables**

Variable	Variable Dimension	Indicator	Scale
Work Planning (X <sub>1</sub> )	1. Setting a goal or set of goals	<ul style="list-style-type: none"> <li>▪ Determine work targets.</li> <li>▪ Determine work standards.</li> </ul>	ordinal
	2. Formulate the current state	<ul style="list-style-type: none"> <li>▪ Determine the executor of work.</li> <li>▪ Determine the work plan.</li> </ul>	ordinal
	3. Identify all facilities and obstacles	<ul style="list-style-type: none"> <li>▪ Optimizing the ease of work.</li> <li>▪ Minimize the possibility of existing obstacles.</li> </ul>	ordinal
	4. Develop a plan or series of activities to achieve goals	<ul style="list-style-type: none"> <li>▪ Prepare alternative plans.</li> <li>▪ Prepare for the risks faced.</li> </ul>	ordinal
Supervision at the Workplace (X <sub>2</sub> )	1. Setting implementation standards	<ul style="list-style-type: none"> <li>▪ Set the desired result.</li> <li>▪ Determine employee achievement.</li> </ul>	ordinal
	2. Determination of implementation measures	<ul style="list-style-type: none"> <li>▪ Determine the result pointer.</li> <li>▪ Determine the benchmark of success.</li> </ul>	ordinal
	3. Measurement of actual implementation and comparison of work standards	<ul style="list-style-type: none"> <li>▪ Comparing the implementation with the standards that have been set.</li> <li>▪ Comparing the results that have been measured with the targets that have been set.</li> </ul>	ordinal
	4. Taking necessary corrective actions if the implementation deviates from the standard.	<ul style="list-style-type: none"> <li>▪ Assess information.</li> <li>▪ Taking corrective action.</li> </ul>	ordinal
Employee Work Effectiveness (Y)	1. Task execution	<ul style="list-style-type: none"> <li>▪ Experience.</li> <li>▪ Supporting factors (work facilities).</li> </ul>	ordinal
	2. Task success	<ul style="list-style-type: none"> <li>▪ Job inhibiting factors.</li> <li>▪ Anticipate pending work.</li> </ul>	ordinal
	3. Attitude	<ul style="list-style-type: none"> <li>▪ The employee's agility towards work.</li> <li>▪ Initiative attitude in new work.</li> </ul>	ordinal
	4. Cooperation	<ul style="list-style-type: none"> <li>▪ Cooperation with colleagues.</li> <li>▪ Cooperation with superiors / leaders</li> </ul>	ordinal

Otherwise, verificative research is used to examine the relationship of the independent variables to the dependent variable and its implications for the intervening variable. The relationship will describe the influence of work planning and supervision of employee at the workplace in determining the effect on the work effectiveness of employees of the Operational Bureau of PT BPR Kencana in Cimahi City. After that, it was analyzed using statistical analysis to draw conclusions.

### **Operational Research Variables**

As revealed in the research problem formulation, the main problems studied in this research are work planning (X1), supervision at the workplace (X2), and work effectiveness (Y). Based on the research approach used, the variables of this study can be identified as in the Table 1.

### **Population and Research Sample**

The population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then draw conclusions (Sugiyono, 2019). The sample is part of the number and characteristics possessed by the population (Sugiyono, 2019). The sampling technique in this study used a probability sampling technique. Probability sampling is a sampling technique that provides equal opportunities for each member of the population to be selected as a member of the sample (Sugiyono, 2019). The population collection method in this study used the census method, where the respondents in this study were known to be employees of PT. BPR Kencana in Cimahi City, especially in the Operational Bureau, which has 35 employees.

After determining the population to be studied, the next step is to select members of the population to be used as samples. The sampling method used to draw samples in this research is the *Self Administrated Questionnaire* (Questionnaire Distribution). This sampling technique is a data collection technique by submitting or sending a list of questions to be filled in by the respondents themselves (Sugiyono, 2019).

### **Data Collection Technique**

#### **1. Primary data**

Primary data is data obtained directly from the object of research, namely from the Operational Bureau of PT. BPR Kencana Cimahi City Cimahi City, in the following manner:

1. Non-Participant Observation, which is conducting direct observations to the company where the problem to be analyzed exists. In this case, the researcher uses non-participant observation, meaning that the researcher collects data through observations of the object of research without being directly involved in carrying out work at PT. BPR Kencana Cimahi City;
2. Structured Interview, namely collecting data and information by conducting direct question and answer to the Head of Operational Bureau of PT. BPR Kencana Cimahi City in connection with the need for information needed for problem solving. In this case, the researcher prepared interview guidelines;
3. Questionnaire, namely the collection of data and information by distributing a list of questions that have available alternative answers. The technique used is the census technique, namely the technique of taking the entire population as respondents, namely employees of the Operations Bureau at PT BPR Kencana in Cimahi City.

The researcher uses a questionnaire where the statements in each questionnaire are in the form of closed statements where each statement has been determined beforehand. To give a score to the answers in the questionnaire that has been provided. It is divided into five alternative answers that have been graded by giving a weighted value/score. The criteria for the answers in the questionnaire are based on Likert scale (Table 2).

**Table 2. Weight of Answer Criteria**

Statement	Weight
Strongly Agree	5
Agree	4
Disagree	3
Disagree	2
Strongly Disagree	1

## 2. Secondary data

Secondary data is a collection technique by studying literatures, lecture notes, and administrative data at PT BPR Kencana in Cimahi City and other sources related to the problems studied.

### Analysis Techniques

#### 1. Descriptive analysis techniques

Descriptive analysis is used to describe and describe the characteristics of respondents and research variables. In this study, the authors use descriptive analysis of the independent and dependent variables which are then classified into the total number of respondents' scores. From the total score of respondents' answers from the number of respondents of 35 respondents, then the assessment criteria were arranged for each statement item. The analysis stage is carried out to the scoring and index, where the score is the sum of the results of the multiplication of each weight value of 1 (one ) to 5 (five). In the next stage, the index is calculated using the mean method, which is dividing the total score by the number of respondents. The index number shows the unified response of all respondents as a research variable. Based on the reference, the range of scores for descriptive analysis is as follows in Table 3.

**Table 3. Scoring Range\***

Range Value	Category
1.00 – 1.79	Very Not Good
1.80 – 2.59	Not good
2.60 – 3.39	Pretty good
3.40 – 4.19	Well
4.20 – 5.00	Very good

Source: Umar (2011:98).

$$*Interval\ class\ length\ (P) = \frac{Range\ (R)}{Interval\ categories\ (K)} = \frac{5-1}{5} = 0.8$$

#### 2. Verification analysis techniques

In this study, multiple regression analysis was used using *SPSS 20 softwar*. Sugiyono (2019) suggested that simple linear regression analysis can be used to

determine the effect of a variable on other variables. In a regression analysis, a variable that affects is called independent variable, while the variable that is affected is called the related variable or the dependent variable and so on. The simple linear regression equation in this study uses the formula [1].

$$Y = a + bX \text{ -----[1]}$$

Description:

Y = Dependent variable

a = Constant

b = Coefficient of line direction

X = Independent variable.

### Statistical Hypothesis t-test t (Partial test)

Test statistics t according to Sugiyono (2019), The t-test is one of the statistical tests used to test how far the influence of the independent variables partially is to explain the contents of the dependent variable. The t-test is also useful to see how the independent variables partially have an influence on the dependent variable with the assumption that the level of error/significance level ( $\alpha$ ) is 5% or 0.05, then the criteria for the results of hypothesis testing can be described as follows:

- Reject  $H_0$ , if the value of  $t_{\text{count}} > t_{\text{table}}$
- Accept  $H_0$ , if the value of  $t_{\text{count}} < t_{\text{table}}$ .

### Statistical Hypothesis F-test (Simultaneous test)

The F-test is used to test and find out how the influence of all independent variables together on the dependent variable in a study, and to test whether the regression model that has been used has a significant or non-significant effect. The use of the null hypothesis ( $H_0$ ) to determine whether all measures in the test are equal to zero (0). According to Ghozali (2011), it means that the independent variable is not a significant explanatory for the dependent variable. So, the test is 0.05 then the F-test is:

- If the significance  $>0.05$ ,  $H_0$  is accepted, then the work planning and supervision at the workplace simultaneously have a significant effect on the work effectiveness.
- If the significance  $<0.05$ ,  $H_0$  is rejected, then the work planning and supervision at the workplace simultaneously does not significantly affect the work effectiveness.

Guidelines for the interpretation of the coefficient of determination (level of influence) according to Sugiyono (2019) can be seen in Table 4.

**Table 4. Interpretation of the Coefficient of Determination**

Coefficient of Determination Value	Closeness Level
0.820 – 1.000	Very close influence
0.600 – 0.799	Close influence
0.400 – 0.599	Influence less closely
0.200 – 0.399	Influence is not close
0.000 – 0.199	The influence is not very close

The statistics test above follow the t distribution with degrees of freedom  $nk-1$  and the test criteria used to reject  $H_0$  if  $t_{count} > t_{table}$  at the level of confidence 1 and degrees of freedom ( $nk-1$ ).

## RESULTS AND DISCUSSIONS

### Descriptive Analysis of Employee Work Planning

The results of the questionnaire on filling out by respondents were processed descriptively based on Table 5.

**Table 5. Descriptive Analysis of Employee Work Planning**

No	Information	Score	Category
1	How decisive Employees determine work targets?	3.91	Determine
2	How to determine work standards Employees determine?	4.36	Very decisive
3	How to determine the direction of the employee's work?	4.09	Direct
4	How decisive is the work plan Employee?	4.24	Very Planned
5	How optimal is the ease of work for employees?	4.03	Optimal
6	How preventive is employee attitude face job barriers?	3.79	Preventive
7	How ready is Employee's alternative plan?	3.64	Ready
8	How ready are employees to take risks?	4.09	Ready
<b>Average</b>		<b>4.02</b>	<b>Planned</b>

From each question listed in the questionnaire, the author can analyze it with the following descriptive analysis.

1. PT BPR Kencana in Cimahi City determines work targets for employees, especially those in the Operational Bureau, this is based on a work plan that has been prepared by the leadership to be able to determine the work direction of each employee, especially during the Covid-19 Pandemic.
2. With the work targets that have been determined, PT BPR Kencana in Cimahi City also already has and determines the work standards that must be followed by each of its employees. Where one of the Divisions, namely the Operations Bureau, has a high job risk, therefore it is largely determined by the work standards that have been determined by PT BPR Kencana in Cimahi City
3. In an effort to pursue the predetermined target, the leadership of the Operations Bureau owned by PT BPR Kencana in Cimahi City, can direct its employees to remain in the corridor of work that has been assigned to their respective employees. This is intended not to do other work that can cause the employee to lose focus on the work targets that have been determined.
4. PT BPR Kencana in Cimahi City has carried out a very well-planned and well-thought-out plan for each of its employees, especially those in the Operations Bureau. It is intended to be able to achieve the targets that have been determined by the leadership of the company which can have a positive impact on employees and PT BPR Kencana in Cimahi City itself.
5. In doing work, each employee will face a different workload. However, at the Operational Bureau of PT BPR Kencana in Cimahi City, has been able to optimize to make it easier for employees to carry out their work, especially during the Covid-19 Pandemic.



6. In order to prevent its employees from losing focus in doing their work, the Operational Bureau has prepared a preventive attitude that must be carried out by each of its employees and their leaders to be able to stay focused on pursuing the targets set by the Operational Bureau of PT BPR Kencana in Cimahi City.
7. By being able to show a preventive attitude to stay focused in achieving work targets, the head of the Operations Bureau of PT BPR Kencana in Cimahi City is ready with alternatives and solutions that are needed at any time by the Division. This can improve an effective way of working for the employees of the Operations Bureau for the work that will be or has been assigned to these employees.

Operational Bureau of PT BPR Kencana in Cimahi City is a division that bears a fairly large job risk, due to the negligence of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City can have a direct impact on the company. Therefore, the Operations Bureau has prepared a plan to be able to deal with the risks that may occur by the Division.

### **Descriptive Analysis of Employee Work Supervision at the Workplace**

The results of the questionnaire on filling out by respondents were processed descriptively based on Table 6.

**Table 6. Descriptive Analysis of Employee Work Supervision**

<b>No</b>	<b>Information</b>	<b>Score</b>	<b>Category</b>
1	How well the employee sets the desired outcome?	3.88	In accordance
2	How appropriate employees determine employee achievements?	3.97	In accordance
3	How much Employees determine the results indicator?	3.82	Determine
4	How much employees determine the benchmark of success?	3.73	Determine
5	How is the implementation according to the standards that have been set?	3.27	Not suitable
6	How well the results have been measured with the target?	3.97	In accordance
7	How much do employees respond to information?	3.61	Responsive
8	How quickly Employees take corrective action?	3.73	Fast
<b>Average</b>		<b>3.75</b>	<b>Supervised</b>

From each question listed in the questionnaire, the author can analyze it with the following descriptive analysis.

1. Determination of the work of employees of the Operational Bureau of PT BPR Kencana in Cimahi City is appropriate, this is because the Operational Bureau focuses on the targets to be achieved by adjusting the workload that can be faced in each section within the Operations Bureau.
2. By providing the appropriate job suitability, the Operational Bureau of PT BPR Kencana in Cimahi City has determined the achievements of each employee in accordance with their respective fields of work. This is intended to measure the extent to which employees can perform effective work, because it is in accordance with their respective fields and corridors.
3. The results of the work that have been determined have been determined by the Operational Bureau of PT BPR Kencana in Cimahi City for its employees. Therefore, the work that has been done by the employee will be measured how much the employee can do his job effectively.

4. By having set work targets and supervision by providing appropriate job compatibility, the Operations Bureau has determined the benchmark for the success of the work that has been done by employees. This again shows that the company wants to know and measure how much employees do their jobs effectively.
5. With the supervision of employees to be able to carry out their work effectively, but in practice these employees have done work that is not in accordance with the previously determined implementation. This can prove that there is a weakness in the supervision of employees in carrying out work processes that will or have been carried out by each employee, especially the Operational Bureau of PT BPR Kencana in Cimahi City.
6. By setting work targets for employees, the result is that the work done is in accordance with the targets that have been set. This can also prove that the supervision carried out by the Operations Bureau is still in the right corridor to supervise its employees at work.
7. Operational Bureau of PT BPR Kencana in Cimahi City is responsive in responding to the information received, the information is processed to be used as evaluation and correction for employees to be able to do their work effectively.
8. With the information that is responded to in a responsive manner, the Operations Bureau quickly takes a stand and takes action to make improvements and evaluations. This is intended because there is a need for such action, to show an effective way of working for the employees of the Operational Bureau of PT BPR Kencana in Cimahi City

### **Descriptive Analysis of Employee Work Effectiveness**

The results of the questionnaire on filling out by respondents were processed descriptively based on Table 7.

**Table 7. Descriptive Analysis of Employee Work Effectiveness**

<b>No</b>	<b>Information</b>	<b>Score</b>	<b>Category</b>
1.	How much experience do employees have?	3.76	Experienced
2.	How complete are the job support factors provided?	4.42	Very Complete
3.	How fast is the solution to the problem?	3.76	Fast
4.	How much anticipation do employees have for pending work?	3.18	Less Anticipation
5.	How agile employees are to the work at hand?	3.76	nimble
6.	How big is the attitude of initiative in a new job?	3.45	Initiative
7.	How cooperative is cooperation with coworkers?	3.82	Cooperative
8.	How cooperative is the level of cooperation with superiors/ leaders?	3.73	Cooperative
<b>Average</b>		<b>3.73</b>	<b>Effective</b>

From the Table 7, it can be concluded that on the variable of work effectiveness carried out by employees of the Operational Bureau of PT BPR Kencana in Cimahi City, has done an effective job. Where the conclusion is the result of a descriptive analysis that is processed based on the distribution of questionnaires to employee respondents, especially at the Operational Bureau of PT BPR Kencana in Cimahi City.

1. Employees who are in the Operational Bureau of PT BPR Kencana in Cimahi City is dominated by employees who have worked for more than 3 years, therefore these

employees are experienced in their respective fields of work. With this experience, employees can weigh which jobs can be prioritized and be effective to do.

2. PT BPR Kencana in Cimahi City has provided very complete facilities for employees to work, especially in the Operations Bureau. This is because the risks to be faced by the Operations Bureau are quite large, so a very complete supporting facility is provided.
3. By having experienced employees, the Operational Bureau of PT BPR Kencana in Cimahi City can quickly handle pending work. This can be related to how effective the agile attitude is in dealing with problems within the scope of work at PT BPR Kencana in Cimahi City.
4. Experienced employees, it turns out, lack of anticipation in dealing with pending work, this is a weakness of employees who even have experience in their field. These weaknesses can be inhibiting factors in the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City.
5. On the other hand, employees who lack anticipation have agility in dealing with obstacles in doing their jobs. This can also be a supporting factor in the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City.
6. Employees with more than three years of experience, have the initiative in doing their jobs. It can also support the effective level of doing work in the Operational Bureau of PT BPR Kencana in Cimahi City.
7. By having a work implementation that is in accordance with the work corridor, employees also have a cooperative attitude in coordinating the work they do. It can also support the level of effectiveness in carrying out the work that has been set by the Operational Bureau of PT BPR Kencana in Cimahi City.

### Hypothesis Testing Analysis

A correlation coefficient must have a significant (*significant*) value, to provide a significant correlation, it is necessary to test the hypothesis. To test whether the planning and supervision of employees of the Operational Bureau of PT. BPR Kencana Cimahi City has an effect on the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City, it can be seen in Table 8.

**Table 8. ANOVA Model**

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	640,874	2	320,437	20,814	.000
	Residual	461,853	30	15,395		
	Total	1102.727	32			

Source: Data processed (2022).

Based on data in Table 8, the calculated F value is 20.814. Meanwhile, the rejection criteria are  $H_0$ , if  $F_{count}$  is greater than  $F_{table}$  or  $F_0 > F_{\alpha, n-1}$ , by taking a significance level ( $\alpha$ ) of 5%, then from the distribution  $F_{table}$ , the  $F_{table} = 3.28$ . Because of 20.814 is greater than 3.28 and sig F is 0.000, then  $H_0$  is rejected. This means that the

results of the table above can explain that the work planning and supervision of employees at workplace affect the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City, simultaneously. Meanwhile, the correlation coefficient testing if the hypothesis is tested through the t-test. The results of the t-test can be seen in Table 9.

**Table 9. Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations Zero-order
	B	Std. Error	Beta			
(Constant)	2.853	3.951		.722	.476	
1 TOTALPR	.397	.167	.353	2.376	.024	.653
TOTALPG	.564	.169	.495	3.335	.002	.709

Source: Data processed (2022).

$H_0 : P_Y(X_1) \leq t\text{-table}$

$H_1 : P_Y(X_1) > t\text{-table}$

$H_0 : P_Y(X_2) \leq t\text{-table}$

$H_1 : P_Y(X_2) > t\text{-table}$

From the calculation obtained:

$t_{\text{count}} = P_{YX 1} = 2,376 ; t_{\text{table}} = 1.692; t_{\text{count}} > t_{\text{table}}; H_0 \text{ rejected}$

$t_{\text{count}} = P_{YX 2} = 3,335 ; t_{\text{table}} = 1.692; t_{\text{count}} > t_{\text{table}}; H_0 \text{ rejected}$

$H_0$  rejection criteria for t-test if:  $t_{\text{count}}$  is greater than  $t_{\text{table}}$  or  $t_0 > t_1, n-1$ . From  $P_{YX 1}$  above, the value of  $t_{\text{count}}$  is 2.376. By taking the significance level of 5 percent, then the value of  $t_{\text{table}} = 1.692$ . At  $P_{YX 2}$ ,  $t_{\text{count}}$  is greater than  $t_{\text{table}}$ , so it rejects the hypothesis  $H_0$  or in other words work planning and supervision at the workplace affect the work effectiveness of employees at the Operational Bureau of PT BPR Kencana in Cimahi City, partially. Furthermore, this correlation analysis is used to determine how much work planning and supervision at the workplace affect the work effectiveness at the Operational Bureau of PT BPR Kencana in Cimahi City. Table 10 showed that the results of the correlation test from the data processed.

**Table 10. Correlation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762	.581	.553	3.92366

Source: Data processed (2022).

From Table 10, it can be explained that the value of the coefficient of determination ( $R^2$ ) is 0.581 or 58.1 percent. It can be concluded that the work planning and supervision at the workplace have an effect of 58.1 percent on the work effectiveness of employees at the Operational Bureau of PT BPR Kencana in Cimahi City, so the percentage is included in the category of less strong influence, while the

remaining 42.9 percent is explained by other factors not found in this research model. From Table 9, the regression equation is found as follows:

$$Y = 2.853 + 0.397X_1 + 0.564X_2 \text{ -----}[2]$$

Description:

Y = Employee work effectiveness

X<sub>1</sub> = Work planning

X<sub>2</sub> = Supervision at the workplace.

From the results of the research analysis, the magnitude of the influence of each variable can be concluded in the Table 11. Data in Table 11 showed the correlation coefficient of each independent variable that affects the dependent variable. It was found that the work planning variable affects the work effectiveness of the Operational Bureau of PT BPR Kencana in Cimahi City by 15.7 percent, and the influence is included in the very low influence and the residual factor shows the percentage of 84.3 percent. Besides that, the supervision at the workplace variable has an effect of 31.8 percent on the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City, and the influence is also re-entered into a low influence.

**Table 11. Large Influence Between Variables**

Correlation	Correlation Coefficient	Influence (%)	Residual Factor (%)
Planning (X <sub>1</sub> )	0.397	15.7	84.3
Supervision (X <sub>2</sub> )	0.564	31.8	68.2

Source: Data processed (2022).

## Discussion

From the research results, it is stated that the work planning variable affects the work effectiveness of the Operational Bureau of PT BPR Kencana City in Cimahi City by 15.7 percent. This is in line with research conducted of Zuliyati (2005), which states that there is also a partial influence of work planning on work effectiveness at PT Tri Cahya Purnama in Semarang City. Besides that, the supervision at the workplace variable also has an effect of 31.8 percent on the work effectiveness of the employees of the Operational Bureau of PT BPR Kencana in Cimahi City. This result is in line with the research of Pasaribu (2017). The effect of supervision at the workplace on employee work effectiveness, there is a significant influence between supervision at workplace and employee work effectiveness in order to increase work effectiveness, so that organizational goals are achieved properly. The work planning and supervision at the workplace have less influence on the work effectiveness of employees at the Operational Bureau of PT BPR Kencana in Cimahi City, respectively. This result is not in line with research of Bharoto (2013) which states that the work planning and supervision at the workplace carried out by the Drinking Water Trading Company (PD) in Cirebon City can affect the work effectiveness of its employees significantly.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

From a series of explanations from the previous discussion in this study, the authors draw conclusions that can be stated that work planning carried out by the Operational Bureau of PT BPR Kencana in Cimahi City has set work targets to be able to direct employees in achieving work targets even though they are facing the Covid-19 Pandemic. Employees have also set work standards by the Operational Bureau of PT BPR Kencana in Cimahi City, that is easy to do work optimally during the Covid-19 Pandemic. A preventive attitude can also be shown by employees of the Operational Bureau of PT BPR Kencana in Cimahi City. This can lead to alternative plans and are ready to face risks if the possibility of negligence in work and the Covid-19 pandemic can worsen the state of the office environment. With the process of supervising the work of employees at the Operational Bureau of PT BPR Kencana in Cimahi City, which provides appropriate work weights, is able to encourage its employees to go through the process to get the work achievements that will be achieved with strict health protocols in the midst of the Covid-19 Pandemic. With the research results that can be determined by measuring success, the employees are able to achieve appropriate work targets. However, in its implementation it is not in accordance with what has been determined by the Operational Bureau of PT BPR Kencana Cimahi in City. On another point of view, the Operational Bureau of PT BPR Kencana in Cimahi City has employees who respond job delay handling which can be an inhibiting factor that will be faced in the work.

By having experienced employees, the Operational Bureau of PT BPR Kencana in Cimahi City also gets very complete facilities to be able to support the work to be carried out. Employees of the Operations Bureau of PT BPR Kencana in Cimahi City quickly found a solution when facing factors that hindered it from doing its job effectively. However, employees of the Operational Bureau of PT BPR Kencana in Cimahi City has a weakness, i.e. the lack of anticipation in minimizing pending work, this is due to limited rules as a result of the Covid-19 Pandemic. On the other hand, these weaknesses can be covered by the attitude of employees who are agile in dealing with these problems. By having work experience, employees of the Operational Bureau of PT BPR Kencana in Cimahi City has the initiative and is able to cooperate in carrying out work between employees and with leaders with an effective work process. The work planning and supervision at the workplace have a less strong influence in influencing the effectiveness of employees' work at the Operational Bureau of PT BPR Kencana in Cimahi City.

### **Recommendations**

The suggestions that can be submitted in this research can be stated that Head of Operational Bureau of PT BPR Kencana in Cimahi City can provide understanding and socialization in implementing work plans that will be carried out and implemented by the Operational Bureau of PT BPR Kencana in Cimahi City. It is able to provide understanding to the employees of the Operational Bureau of PT BPR Kencana in Cimahi City regarding work planning standards, especially in the conditions of the Covid-19 Pandemic. The work plan will be faced with the Covid-19 Pandemic conditions by influencing effective attitudes at work.

With the lack of compliance with implementing standards in carrying out work that has an impact on inputting Cash Financial Transaction Report data in the *banking system*, employees on duty must be employees who have good work standards.



Employees who are experienced in the process of inputting the report data can be the choice of the management, because the report is one of the mandatory reports regulated in Bank Indonesia Regulations. The selection of experienced employees is intended to complete the task of the report with the aim of minimizing the occurrence of errors in carrying out tasks.

Operational Bureau of PT BPR Kencana in Cimahi City can deliver and provide training that is able to provide awareness to each of its employees, that effectiveness in carrying out work can be carried out, especially in the conditions of the Covid-19 Pandemic. This is useful to avoid the lack of anticipation in pending work, therefore the need for socialization in avoiding the possibility of jobs that can be hampered by other factors. Operational Bureau of PT BPR Kencana in Cimahi City can carry out evaluation actions in accordance with procedures or evaluate procedures that are no longer able to adjust to company conditions, because one of the weaknesses of supervision is evaluation actions that still deviate from predetermined standards. With the follow-up, it can be done when the results of the analysis show indications of low or below standard performance, with the aim that these conditions can be re-adjusted to the applicable standard procedures, and all forms of deviation do not recur.

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