



Employee Performance at the Tourism and Culture Office Sikka Regency reviewed from Supervision and Workload

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Abstract. This study aims to: (1) describe Employee Performance, Supervision, and Workload; (2) analyze the influence of Supervision and Workload on Employee Performance, both partially and simultaneously. The population in this study was 33 employees of the Sikka Regency Tourism and Culture Office. The sampling technique used in this study was census or saturated sampling. Data were collected through questionnaires and analyzed using descriptive methods and inferential statistics, namely multiple linear regression. Hypothesis testing was conducted using the F test and t test. The results of the descriptive analysis indicate that the Employee Performance variable is in the good criteria, the Supervision variable is in the good criteria, and the Workload variable is in the fair criteria. The statistical results of the t test indicate that, partially, the Supervision variable has a positive and significant effect on Employee Performance. Furthermore, the Workload variable has a negative and insignificant effect on Employee Performance. The statistical results of the F test indicate that, simultaneously, the Supervision and Workload variables have a significant effect on Employee Performance. The results of the determination analysis show that the two independent variables in this study are able to explain the variation in the ups and downs in the performance of the Sikka Regency Tourism and Culture Office employees by 42.3%.

Keywords : Employee Performance; Job Satisfaction; Supervision; Tourism Office; Workload.

1. INTRODUCTION

The Indonesian civil servant (ASN) is a key asset in determining the success of established organizational goals. ASN comprises civil servants (PNS) and government employees who are contractually employed by government agencies. ASN plays a crucial role within organizations, contributing to increased effectiveness and efficiency (Setiawan, 2020). Performance is results work that can achieved by someone or insider group something company. According to (Kasmir, 2018: 110) that performance is results Work in a way quality and quantity achieved by a person employee in carry out his duties in accordance with not quite enough he answered .

According to Sumarjo and Juni (2018:78), performance is the result produced by a specific job function or activity within a specific job during a specific time period. These results are the result of the abilities, skills, and desires achieved. Performance influences how much employees contribute to the organization. Each job has specific job criteria, or job dimensions, that identify the most important elements of a job.

Civil servants in the Department of Tourism and Culture are responsible for planning, managing, and developing tourist destinations. The performance of civil servants in the Department of Tourism and Culture is crucial in supporting the growth of the tourism sector,

preserving a region's cultural richness, and improving the welfare of local communities through sustainable economic development. Sikka Regency has make an effort organize government with based on governance principles good governance and results - oriented in accordance with its authority . In realizing *Good Governance* , accountability is one of the aspect important things to do implemented in management governance . Accountability performance at least must load vision , mission , goals and objectives that have direction and benchmark clear measurement on formulation planning strategic organization so that describe desired results achieved in form target can measured , tested and relied upon .

According to (Mangkunegara, 2010:281). Performance employee is results Work in a way the quality and quantity achieved by a person or employee in carry out his duties and responsibilities the answer given to him.

Based on explanation previously, for see How condition Actually about employee service tourism and culture regency sikka so done pre-survey with spread questionnaire temporary to 15 employees. Based on distribution questionnaire the data obtained is such as seen in table 1.1 below This :

Table 1. Results of the pre - performance survey employees of the Tourism and Culture Office Sikka Regency.

No	Indicator	No Item	%Total Score	Criteria
1	Quality	1-2	83.33	Good
2	Quantity	3-4	80.67	Good
3	Implementation Task	5-6	72.67	Pretty good
4	Responsibility	7-8	79.33	Good
%Total Score and Criteria Variables			79.17	Good
% Problem performance Employee (gap)				20.83%

Source : Results of questionnaire data processing pre -survey 2025

Based on table 1.1 can known that performance employee Service Tourism and Culture Sikka Regency Not yet maximum. This seen from percentage total performance score employee as big as 79.17 % With see results This so there is a gap of 20.83% (100%-79.17%) which is problem performance employee in Service Tourism and Culture Sikka Regency.

Furthermore variables performance employee Service Tourism and Culture Sikka Regency consists of from four indicator Where indicator lowest is: 1) *Implementation Task* (72.67%). This result in accordance with results interview with leadership that shows phenomenon as following: there are a number of Unsuitable employees with standard the specified quality. besides That There is a number of employee Less accurate and free from significant error.

Problems performance Employee There is a number of factor affecting performance , one of them is supervision. According to Handoko (2017:357) Supervision is a process for ensure goals organization and management achieved. Supervision is one of the factor important for performance employees, because through supervision so employee will can supervised with Good so that can realization performance maximum employees.

Supervision and burden work is very influential performance employee , seen from study previously there is difference results research in Supervision and burden Work to performance employees. From the study theory and results study previous, summarized in table 1.2 below, and so on will study in a way empirical how far the relationship or influence supervision and burden Work to performance employee. Next For give direction in Study This so formulated gap study (*research gap*) such as seen in the table following :

Table 2. Summary *research gap*.

No	Connection Variables		Research result	Researchers
1	Influence Supervision to performance employee .		Influential positive and significant	Rivai (2021), Rompas <i>et al</i> (2018), Razak & Rusni (2021), Chandra <i>et al</i> (2022),
			Influential positive and negative significant	
			Influential negative and significant	Qodri , IH (2018)
			Influential negative and no significant	
2.	Effect Workload Regarding Work Performance	of Work	Influential positive and significant	Sugiharjo & Aldata . (2018)
			Influential positive and negative significant	Soelton <i>et al</i> (2018); Nabawi (2020).
			Influential negative and significant	Lukito & Alriani . (2019), Rindorindo <i>et al</i> (2019), Kurniawan & Al Rizki (2022)
			Influential negative and no significant	Nurwahyuni , S. (2019).

Research result different previous ones Already cause *research gap*, therefore That difference results study the need for clarified Again findings proof empirical as far as where influence supervision and workload to performance employee and here it is as gap for clarity results study.

2. STUDY THEORETICAL

Performance Employee

Mangkunegara (2000) in Transylvanus *et al* (2019: 141) states performance employee is results Work in a way quality And quantity Which achieved by someone employee in carry out his duties in accordance with not quite enough answer Which given to him ". Term Performance Which originate from say Job Performance Which It means results Work based on quality And quantity Which obtained somebody employee in carry out his duties in accordance with not quite enough the answer that has been given to him .

Supervision

According to Kadarman, (2012:159) supervision Work is something systematic efforts for set performance standards on the plan for designing system bait come back information for set whether has happen something deviation and measure significance deviation mentioned, as well as for take action necessary repairs for ensure that all source power that has been used as effective and efficient as possible Possible use reach objective organization.

Workload

Workload is one of aspects that must be noticed by everyone company, because burden work one can increase productivity work employees. every work done a is burden Work for him , the burdens the depends how is the person work . From the angle view economy every burden work received someone must in accordance with balanced Good to ability physical , ability cognitive and limitations human beings who receive burden said , (Munandar, 2001;383).

Hypothesis Study

H1 : Supervision in a way partial influential significant on employee performance

H2 : Workload in a way partial influential significant on employee performance

H3 : Supervision and Workload in a way simultaneous influential to performance

Employee

3. METHOD STUDY

Population in study This is employees on Office of Tourism and Culture Sikka Regency which amount to 33 employees. Technique sampling in study This is sampling fed up (*total sampling*) so that all member population made into sample . Data collected through questionnaire And For

know whether question in questionnaire as tool data collection has been good and bad cause information Which bias so need done test instrument that is test validity and reliability. Results from validity and reliability test show all statement items turned on valid and reliable. Furthermore data analyzed use method descriptive and statistics inferential that is multiple linear regression. Testing hypothesis done through the F test and Test t.

4. RESULTS AND DISCUSSION

Analysis Descriptive

Results analysis descriptive show that: (1) percentage total score for variables supervision is 83.10%. with category Good; (2) percentage score total For Workload variable is 65.28%. with category Enough good. (3) percentage total score for variables performance employee is 83.86%. with category Good .

Test Hypothesis In a way Partial (Test t)

Test Partial hypothesis (t -test) is used for test significance the influence of each variable free namely : variables Supervision (X1) and Workload (X2) partially to variables bound by Employee Performance (Y) . The results of the t-test hypothesis analysis using the SPSS program, obtained the results shown in the following table:

Table 3. Tests hypothesis partial (t -test).

Model	t count	Sig.	Information
Supervision	4,093	0,000	Influential Significant
Workload	-1,959	0.059	Insignificant Impact

Source: Data Analysis Results, 2025.

Based on the data analysis in table 4.1 4 above, the test partial hypothesis (t - test) for each independent variables on variables tied is as following: (1) Monitoring Variables (X_1) : calculated t value is 4.093 with a significance value of 0.000 . This significance value is smaller from the alpha level used 5% (0.05), the decision is to reject null hypothesis (H_o) and accept the alternative hypothesis (H_a), that partially the Supervisory variable (X_1) has an effect on significant effect on the Employee Performance variable . This means that if the Supervision variable more increasing then Employee Performance will increase with significant improvement. (2) Workload Variables (X_2) : The results of the statistical test in table 4.1 5 show that the calculated t value is 1.959 with a significance value of 0.059 . This significance value is greater than from the alpha level used 5% (0.05), the decision is to accept null hypothesis (H_o) and reject the alternative hypothesis (H_a), that partially the Workload variable (X_1) has an

effect on No significant effect on the Employee Performance variable . This means that if the Workload variable more increasing then Employee Performance will decrease with an unintended decline significant.

Test Hypothesis in a way Simultan (Test F)

Test simultaneous hypothesis (F Test) aim For test in a way simultaneous influence variables free Supervision (X1) and Workload (X2) respectively together to variables bound by Employee Performance (Y) . The results of the F-test hypothesis analysis using the SPSS program, obtained the results shown in the following table:

Table 4. Tests hypothesis simultaneous (F test).

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160,895	2	80,448	11,006	0,000
	Residual	219,287	30	7,310		
	Total	380,182	32			

a. Predictors: (Constant), Monitoring, Workload
b. Dependent Variable: Employee Performance

Source: Data Analysis Results, 2025.

Results test statistics based on calculation Anova show mark F_{count} as big as 11,006 with mark significance of 0,000 . The value significance This more small from alpha level used namely 5% or 0.05, then the 2 independent variables in study This in a way simultaneous have significant influence to Employee Performance (Y), meaning ups and downs mark Employee Performance very determined by go on the decline in the 2 independent variables in study this, namely: Supervision (X₁) and Workload (X₂). Can concluded that variables Supervision (X₁), and Workload (X₂) simultaneously influential significant to Employee Performance (Y).

Coefficient Determination (R²)

Coefficient determination (R²) is used For measure how much Far model capabilities in explain variation variables dependent . The results of the analysis using the SPSS program, obtained the R2 results ^{shown} in the following table:

Table 5. Coefficient of determination (R²).

Model	R	R Square	Adjusted R Square	Std, Error of the Estimate
1	0.651	0.423	0.385	2,70362
Variation in the ups and downs of Employee Performance				42.3 %
Explained by other variables				57.7 %

Source : Data Analysis Results , 2025

Based on results data analysis in table 4.16 above seen that mark coefficient determination (R^2) is 0.423 which means that to 2 variables free in study This which consist on : Supervision and Workload capable explain to Variations in the ups and downs of the performance of employees at the Tourism and Culture Office Sikka Regency is as large as 42.3%. Meanwhile the rest 57.7 % is explained by other variables that are not included in the research model This.

Influence Supervision On Performance employee

The results of the t-test show that variables Supervision influential positive and significant on the Performance of Tourism and Culture Service Employees Sikka Regency . Influential positive can interpreted that if Supervision Employee the more repaired then Employee Performance will increase . Influential significant can interpreted that if Supervision the more repaired then the Performance of the Tourism and Culture Service Employees Sikka Regency will increase with significant improvement . Research results This accept hypothesis The first thing that was proposed was : Supervision in a way partial influential significant on Employee Performance Department of Tourism and Culture Sikka Regency .

Research result This in line with a number of proof empirical from study related previous with influence Supervision on Employee Performance including research conducted by: Riyan Bagus Erwanto, (2021); Gerry Richard Bolung, Bernhard Tewal, Jantje Sepang (2018). Research the capable prove that Supervision influential significant on Employee Performance. Furthermore results study This No in line with a number of proof empirical from study previously including research conducted by: Riyan Bagus Erwanto, Heru Sri Wulan, Dyah Kirana Jalantina, (2021); Gerry Richard Bolung, Bernhard Tewal, Jantje Sepang (2018). Research the prove that Supervision influential No significant on Employee Performance.

Influence Workload to Performance employee

The results of the t-test show that Workload variable influential negative and no significant on the Performance of Tourism and Culture Service Employees Sikka Regency . Influential negative can interpreted that when the workload the more increase then Employee Performance will decrease . Influential No significant can interpreted that when the workload the more increase then the Performance of the Tourism and Culture Service Employees Sikka Regency will decrease with an unintended decline significant . Based on description said , then results study This reject hypothesis the second proposed , namely : Workload in a way partial influential significant on Employee Performance Department of Tourism and Culture Sikka

Regency .

Research result This No in line with a number of proof empirical from study related previous with Workload influence on Employee Performance including research conducted by: Riyan Bagus Erwanto, Heru Sri Wulan, Dyah Kirana Jalantina (2021); Febrio Lengkong, Victor PK Lengkong, Rita N. Taroreh, (2019). Research the capable prove that Workload influential significant on Employee Performance. Furthermore results study This in line with a number of proof empirical from study previously including research conducted by: Riyan Bagus Erwanto, Heru Sri Wulan, Dyah Kirana Jalantina (2021); Febrio Lengkong, Victor PK Lengkong, Rita N. Taroreh, (2019). Research the capable prove that Workload influential No significant on Employee Performance.

Influence supervision and burden workAgainst Performance officer

The results of the F test show that variables Supervision and Workload simultaneously have a significant influence on the Performance of Tourism and Culture Service Employees Sikka Regency. Significant influence can be interpreted that if Supervision and Workload are managed together (simultaneously) better, then the Performance of the Tourism and Culture Service Employees Sikka Regency will increase significantly. Based on this description, the study results accept the third proposed hypothesis, namely: Supervision and Workload simultaneously have a significant influence on the Performance of Tourism and Culture Service Employees Sikka Regency. Research result is in line with empirical proof from previous studies regarding the influence of Supervision and Workload simultaneously on Employee Performance, such as research conducted by: Riyan et al. (2021).

The study was able to prove that Workload and Supervision simultaneously have a significant influence on Employee Performance. Based on research results, expert opinions, and empirical evidence from previous studies, the Management Department of Tourism and Culture Sikka Regency needs to improve employee performance. According to Narimawati (2007:45) the problem of this study can be measured from the overall percentage (100%) minus the percentage of respondents' responses. The total percentage score of Performance variables of Tourism and Culture Department Employees Sikka Regency is 83.86%, so there is a gap of 16.14%. Employee Performance Indicators that become a priority to be improved are indicators of task implementation and indicators of inadequate responses.

Based on the analysis results, Management of the Department of Tourism and Culture Sikka Regency is recommended to increase employee performance by improving two variables, namely Supervision and Workload. These two variables are interrelated and have a significant

impact on overall Employee Performance. Partially, the Supervision variable has a significant influence on Employee Performance. However, based on the F test, the influence of the Supervision variable on Employee Performance will be more significant if combined simultaneously with the Workload variable. Therefore, the organization needs to improve the Supervision variable simultaneously with the Workload variable to improve Employee Performance at the Department of Tourism and Culture Sikka Regency.

The Supervision variable is categorized as Good (83.10%), but there is a gap of 16.90%. This gap must be reduced by improving indicators with lower perception percentages. These indicators should become a short-term priority for quick improvement. Indicators prioritized for improvement are: indicators of work result measurement and indicators of corrective actions. Furthermore, partially, the Workload variable does not significantly influence Employee Performance.

However, based on the F test, the Work Placement variable, when combined simultaneously with the Supervision variable, has a significant impact on Employee Performance. Thus, the organization needs to improve the Workload variable together with the Supervision variable to improve Employee Performance at the Department of Tourism and Culture Sikka Regency. The Workload variable is categorized as Fairly Good (65.28%), but there is a gap of 34.72%. This gap must be reduced by improving indicators with lower perception percentages. These indicators should become a short-term priority for quick improvement. Indicators prioritized for improvement are: indicators of working time and indicators of mental effort burden and psychological pressure.

5. CONCLUSION

Based on the analysis results that have been discussed, the conclusions from this study are as follows: Descriptive analysis results show that: (1) the total percentage score for the Supervision variable is 83.10% with good criteria; (2) the total percentage score for the Workload variable is 65.28% with fairly good criteria; (3) the total percentage score for the Employee Performance variable is 83.86% with good criteria. The statistical results of the t-test show that individually (partially): the Supervision variable (X1) has a positive and significant effect on the Employee Performance variable. If the Supervision variable is improved, then Employee Performance will increase significantly. The Workload variable (X2) has a negative and insignificant effect on the Employee Performance variable. If the Workload variable increases, then Employee Performance will decrease with an unintended insignificant decline. The statistical results of the F test show that jointly (simultaneously), all independent variables

consisting of Supervision (X1) and Workload (X2) significantly influence Employee Performance. Improvements to these two independent variables together will have a significant impact on increasing the Employee Performance variable at the Sikka Regency Tourism and Culture Office. The results of the determination analysis show that the Supervision and Workload variables are able to explain the variation in the rise and fall of the performance of the Tourism and Culture Service employees of Sikka Regency by 42.3%.

SUGGESTION

Based on the conclusions of this study, several recommendations can be made as follows: For the Department of Tourism and Culture of Sikka Regency, it is recommended to improve employee performance by enhancing supervision, focusing on three indicators: work standard placement, work result measurement, and corrective actions. First, work standards must be clearly established and aligned with reality so that employees have clear guidelines regarding expectations. Second, work result measurements should be carried out consistently and objectively, using relevant key performance indicators to evaluate productivity and work quality. The results of work performance data should be analyzed objectively to identify strengths and weaknesses. Third, corrective actions should involve identifying the main problems, analyzing their causes, and developing effective solutions. Corrective steps may include additional training, adjustments to work methods, or changes in policies and procedures. In improving employee performance by managing workload, a comprehensive assessment of four main indicators is needed: task demands, physical demands, working time, and mental effort with psychological pressure. First, tasks should be adapted to employees' competencies and capacities to ensure they are not excessively burdened. Second, physical workload must be managed properly, utilizing tools and ergonomic practices to reduce injury risks. Third, fair and flexible working hours should be implemented to help employees balance work and personal life, reducing stress caused by work-life imbalance. Fourth, attention to employees' mental health through support programs, such as counseling and stress management training, can help reduce psychological pressure and improve well-being. With this holistic approach, organizations can create a healthier and more productive work environment, encouraging optimal performance among all employees. For future researchers, if similar studies are to be conducted, it is recommended to involve other variables related to supervision and workload that may influence employee performance but were not included in this study, so that the findings can serve as valuable reference material for the Department of Tourism and Culture of Sikka Regency in decision-making.

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