

Employee Perceptions of the Implementation of Supervision by Direct Supervisors at the Large Education Quality Assurance Center of West Sumatra Province

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ABSTRACT

This research is a quantitative study with descriptive research type. The research subjects were employees at the Education Quality Assurance Centre of West Sumatra Province, with a population of 120 people and the sample was determined using the slovin formula which amounted to 55 people. The data collection tool uses a Likert scale model questionnaire that has been tested to see validity and reliability, and the results of the trial that the questionnaire is valid and reliable. Data analysis using mean (average) the results show that employee perceptions of supervision by direct superiors at BBPMP West Sumatra Province as a whole are in the good category with a score of 4.13. This means that standard setting, work measurement, supervisory assessment and corrective action at BBPMP West Sumatra Province have been implemented and felt well by employees.

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1. INTRODUCTION

The success of an organisation in achieving its goals is highly dependent on the quality of performance of leaders and employees. With qualified leaders and employees, the organisation will be able to achieve its goals well and run as expected. In the process of achieving the vision, mission and goals of the organisation, good supervision from the leader is very important, as this is one of the main functions in organisational management. Conversely, if employees do not have high discipline and responsibility, the achievement of the vision and mission that has been set will be hampered, so that organisational activities cannot run smoothly.

Employees have a very important role in driving the organisation to carry out tasks that support the achievement of the vision and mission of the institution. Therefore, direct supervision by superiors is needed so that every job done by employees can be carried out properly. Leaders are fully responsible for the performance of employees in carrying out their respective duties. Sugihartono (2017) suggests that perception is the ability of the five senses to translate stimuli or the process of translating stimuli that enter the human sensory organs. Leaders have a key role in determining the success of an organisation. The presence of the leader is very influential on the progress and development of the organisation he leads.

Leaders are also fully responsible for the performance of employees in carrying out their respective duties. In an organisation, leaders not only function to mobilise the potential of employees, but also must have the courage to make decisions in the face of a problem. According to Kreitner (in Wibowo & Zaini, 2017) perception is the process by which a person organizes and interprets the impressions he receives to give meaning to his environment.

In this research, Gibson, Ivancevich, and Donnelly's (1996:134) perception theory will serve as the ground theory. This theory explains how perceptions are formed and influenced by individual experiences, needs, and expectations. Walgito. B (2010) defines perception as a process that begins with sensing, namely the receipt of stimuli by individuals through the sensory organs or sensory processes. According to Rahayu & Yuganingsih (2017), the process of perception is based on several stages, as follows: (1) The existence of a stimulus or stimulus, when someone is faced with a stimulus that is obtained in their environment, this is where the initial process of perception occurs. (2) Registratio, a person who can listen and see various information that has been sent and obtained, then all the information obtained registers with the senses used. (3) Interpretation, is a process of giving meaning and meaning to the stimulus obtained and received.

In this artikel, the main theory used is the theory of supervision from Mockler.R.J (2003), which states that supervision is a structured process for setting implementation standards based on predetermined goals, designing information systems for feedback, and comparing implementation results with predetermined standards. Siagian (2014) defines that supervision is an observation of the implementation of all organizational activities to ensure that all work being carried out is in accordance with a predetermined plan. According to Nuraeni, Pananrangi, & Azis (2019), the importance of supervision is to try to make what is planned come true to be able to truly realize these main objectives, so supervision in the first stage aims to carry out work in accordance with the instructions that have been issued, and to find out the weaknesses and difficulties encountered at the stage of implementing the plan based on these findings, action is taken to correct it, either at that time or in the future.

In general, supervision is a process to ensure that all activities carried out are in accordance with predetermined plans. According to Engkoswara&Komariah (2011), supervision is an activity carried out to detect whether there are deviations in the implementation of activities, so that they can be adjusted to the plans that have been made. Effendi (2014) explains that supervision is the most vital management function, because no matter how good a job is, without proper supervision, the job cannot be considered successful. Supervision by direct superiors is an important aspect of state apparatus management so that all tasks, functions, and programmes carried out by the government can run smoothly. According to Handoko (2016), there are four components of direct supervision indicators: (1) Standard setting, (2) Work measurement, (3) Assessment in supervision, (4) Corrective action.

According to Ali (2013) Supervision activities are very important to achieve the goals that have been set and planned. Supervision by direct superiors is an important aspect in the management of the state apparatus so that all tasks, functions, and programmes carried out by the government can run smoothly. Irham Fahmi (2014) argues that supervision can generally be understood as a way for an organization to achieve effective and efficient performance, and further support the achievement of the organization's vision and mission. Which means that the supervision carried out must be in accordance with the work programme and planning that has been properly prepared.

In BBPMP West Sumatra Province, there are a number of symptoms of low supervision by direct superiors such as unclear standard setting, employees who come and go home not according to the specified time, employees who do not understand their work and lack of employee initiative. This is thought to have occurred due to weak supervision and follow-up from superiors. In addition, the organisational culture that has not fully supported employees at work exacerbates this condition.

Based on this phenomenon, this study aims to examine employee perceptions of supervision by direct superiors at BBPMP West Sumatra Province. The choice of this location is based on the need to know the extent to which the supervisor carries out his role in creating satisfaction for employees. This research is

expected to contribute to supervision through strengthening the role of superiors in shaping better employee performance.

2. METHOD, DATA, ANALYSIS

The method used in this research is descriptive research with a quantitative approach. Sugiyono (2017) defines that descriptive research methods are statistics used to analyse data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalisation. This descriptive research aims to reveal a problem, event, or actual situation that is factual (Sugiyono, 2016). Indicators of supervision by direct superiors, namely, standard setting, work measurement, supervisory assessment and corrective action (Widodo, 2017). Riduwan (2015) population is an object or subject that is in a research area and fulfills certain conditions related to research problems. The population in this study were employees at the Education Quality Assurance Centre of West Sumatra Province with a total of 120 people. Measurement of the number of samples using the Slovin formula with an error rate of 10% and using proportional random sampling techniques, so that a sample size of 55 respondents was determined. Data collection was carried out by distributing Likert scale model questionnaires with five alternative answers as many as 40 statement items. The validity and reliability tests used the SPSS (Statistical Package and Social Science) version 20. The validity test results for N = 20 were 0.444 with a significant level of 5% and the questionnaire was declared valid. While the reliability test obtained $r_{count} = 0.97$ and $r_{table} = 0.444$ ($0.97 > 0.444$) then the results of the questionnaire can be declared reliable. Data that has been collected.

3. RESULT AND DISCUSSION

a. Standard Setting

Employee Perceptions of Supervision by Direct Superiors at the Education Quality Assurance Centre of West Sumatra Province as seen from the standard setting indicator are described in the following table.

Table 1. Employee Perceptions of Standard Setting by Direct Superiors at BBPMP West Sumatra Province

No	Aspects researched	Total		Average Score $\sum fx/N$	idx TCR	Criteria
		N	fx			
1	Clear standards before work is carried out	55	227	4.13	82.55	Both
2	Explain the standards used to assess the quality of employees' work	55	228	4.15	82.91	Both
3	Set implementation standards that have been socialised in advance	55	233	4.24	84.73	Both
4	Regularly update supervision standards	55	225	4.09	81.82	Simply
5	Develop standards for supervision that refer to the vision, mission, and objectives of the organisation.	55	235	4.27	85.45	Both
6	Agency standards support organisational goals	55	233	4.24	84.73	Both
7	Set a timeframe in carrying out employee work	55	224	4.07	81.45	Both
8	Establish measures of success in every activity that employees perform	55	218	3.96	79.27	Simply
9	Can complete tasks according to the set time	55	238	4.33	86.55	Both
Average				4.16	83.27	Both

Based on table 1, it can be seen that Employee Perceptions of Standard Setting by Direct Superiors in the implementation of supervision at the West Sumatra Province Education Quality Assurance Centre with an average score of 4.16 with TCR (83.27%) are categorised as good. In this indicator there are nine statement items. It is likely that the low average level of achievement of the indicator on the lowest item is due to the leader's lack of direction regarding the problem. Leaders need to realise that setting a measure

of success for each activity that employees will carry out is very important for the sake of effective and efficient performance by employees. According to Sururama and Amalia (2020) determination of implementation standards means as a unit of measurement that can be used as a benchmark to assess results. So a briefing or socialisation must be carried out to employees regarding the measure of success in each activity to be carried out.

b. Work Measurement

Employee Perceptions of Supervision by Direct Superiors at the Education Quality Assurance Centre of West Sumatra Province as seen from work measurement indicators are described in the following table:.

Table 2. Employee Perceptions of Work Measurement by Direct Superiors at BBPMP West Sumatra Province

No	Aspects researched	Total		Average Score $\sum fx/N$	idx TCR	Criteria
		N	fx			
10	Paying close attention to the details of each employee's work	55	223	4.05	81.09	Both
11	Checking the results of work carried out in supervision activities	55	223	4.05	81.09	Both
12	Checking reports on the implementation of employee work results	55	225	4.09	81.82	Both
13	Compile a work report in accordance with the rules	55	235	4.27	85.45	Both
14	Able to understand the opinions expressed by employees in meetings	55	234	4.25	85.09	Both
15	Checking the work done by employees	55	220	4	80.00	Simply
16	Identify problems when performing inspection activities	55	223	4.05	81.09	Both
17	Provide feedback to employees after conducting inspection activities	55	221	4.02	80.36	Simply
Average				4.10	82	Both

Based on table 2, it can be seen that Employee Perceptions of work measurement by direct supervisors in supervisory supervision activities at the Education Quality Assurance Center of West Sumatra Province with an average score of 4.10 with TCR (82%) are categorised as good. In this indicator there are eight statement items. In the statement of the lowest results of the research statement items, it can be concluded that the leadership still does not carry out work measurements based on achievement targets for employees (Robbins dan Coulter, 2016). This can result in unstable work ecosystems. Because the leadership seems negligent in measuring the implementation of employee work, which is one of the main factors in the success of an agency or organisation. Therefore, leaders should make changes by implementing the implementation of employee work measurement based on targets so that each field of the office can carry out its duties and functions according to the predetermined targets, so that every office activity runs optimally.

c. Assessment in Supervision

Employee Perceptions of Supervision by Direct Superiors at the Education Quality Assurance Centre of West Sumatra Province as seen from the assessment indicators in supervision described in the following table:

Table 3. Employee Perceptions of Assessment in Supervision by Direct Superiors at BBPMP West Sumatra Province

No	Aspects researched	Total		Average Score Σfx/N	idx TCR	Criteria
		N	fx			
18	The supervision carried out is relevant to the problems within the agency	55	220	4	80	Simply
19	Make relevant decisions according to the agency's situation	55	227	4.13	82.55	Both
20	Adjust quickly to teamwork with subordinates	55	232	4.22	84.36	Both
21	Open to feedback from employees	55	242	4.4	88	Both
22	Open to feedback from employees	55	220	4	80	Simply
23	Maintaining the accuracy of information in the supervision process	55	234	4.25	85.09	Both
24	Consistently complete work based on a set schedule	55	234	4.25	85.09	Both
25	Open to suggestions given by employees	55	232	4.22	84.36	Both
26	Respect differences between employees in conducting supervision	55	235	4.27	85.45	Both
27	Supervise employees fairly	55	228	4.15	82.91	Both
28	Apply supervision methods in accordance with agency conditions	55	230	4.18	83.64	Both
29	Taking an efficient approach	55	229	4.16	83.27	Both
30	Prioritising immediate solutions when problems occur	55	228	4.15	82.91	Both
Average				4.18	83.66	Both

Based on table 3, it can be seen that Employee Perceptions of Assessment in Supervision by Direct Superiors at the Education Quality Assurance Center of West Sumatra Province with an average score of 4.18 with TCR (83.7%) are categorised as good. According to Eko (2015), assessment in supervision is an evaluation of a person's performance level compared to predetermined performance standards, for consideration in determining promotion, compensation, the need for training or development, or for dismissing someone. Assessment in supervision can be seen by several methods. According to Wayne F. Cascio in John Suprihanto (2001:9-10), it is explained that the requirements of the assessment system are relevance, acceptability, reliability, sensitivity, and practical. Relevance means that an assessment system is used to measure things or activities that are related (Kartono dalam Jufrizen, 2016). Some organisations use one method for all jobs and employees, and others use different methods for different groups of employees, and others use a combination of methods.

d. Corrective Action

Employee Perceptions of Supervision by Direct Superiors at the Education Quality Assurance Centre of West Sumatra Province as seen from the corrective action indicators described in the following table:

Table 4. Employee Perceptions of Corrective Actions by Direct Superiors at BBPMP West Sumatra Province

No	Aspects researched	Total		Average Score Σfx/N	idx TCR	Criteria
		N	fx			
31	Guiding employees in correcting inappropriate tasks	55	228	4.15	82.91	Both
32	Provide improvement guidance to employees	55	229	4.16	83.27	Both
33	Verbal reprimand if employees make mistakes in work	55	231	4.2	84	Both
34	Design a new work strategy for more effective implementation	55	224	4.07	81.45	Both
35	New work strategies set according to employee capabilities	55	223	4.05	81.09	Both
36	Provide debriefing for employees who have not met the target at work	55	222	4.04	80.73	Simply
37	Corrective actions refer to applicable work standards	55	223	4.05	81.09	Both
38	Provide fair consequences to every employee	55	223	4.05	81.09	Both
39	Does not differentiate in providing action	55	216	3.93	78.55	Simply
40	Make corrections even if mistakes are still made by experienced employees	55	224	4.07	81.45	Both
Average				4.08	81.56	Both

Based on table 4, it can be seen that Employee Perceptions of Corrective Actions by Direct Superiors at the Education Quality Assurance Center of West Sumatra Province with an average score of 4.08 with TCR (81.56%) are categorised as good. According to Robbins and Coulter in Satriadi (2018) taking action (action) is a decision to take corrective or corrective action. If there has been a deviation between the standard and the realisation, it is necessary to take follow-up action in the form of correcting the deviation that occurred. According to Chantica. A (2022), taking corrective action in supervision is an effort with this corrective action to find weaknesses or irregularities in the activities carried out. In addition, taking corrective action is to restore the course of the activity to what should happen, or find alternative activities that are suitable for overcoming unavoidable obstacles.

4. CONCLUSION

Based on the results of the study, it can be concluded that employee perceptions of supervision by direct superiors at the Education Quality Assurance Centre of West Sumatra Province as seen from the indicators, setting standards that have been carried out by superiors at BBPMP West Sumatra Province is already in the good category by obtaining a score of 4.16. Work measurement that has been carried out by superiors at BBPMP West Sumatra Province is already in the good category by obtaining a score of 4.10. Assessment in supervision that has been carried out by superiors at BBPMP West Sumatra Province is already in the good category by obtaining a score of 4.18. Corrective actions that have been taken by superiors at BBPMP West Sumatra Province are already in the good category with a score of 4.08. Overall, employee perceptions of supervision by direct superiors at BBPMP West Sumatra Province are in the good category with a score of 4.13. This means that standard setting, work measurement, assessment in supervision and corrective actions carried out by direct supervisors at the Education Quality Assurance Centre of West Sumatra Province have been carried out and felt well by employees, in creating employee job satisfaction and improvement in the implementation of supervision carried out by the leadership.

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