

# **The effect of service quality, supervision and organizational culture on employee performance at mopah airport**

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**Abstract.** The purpose of the study was to determine the effect of service quality, supervision and organizational culture on employee performance at Mopah Airport. The study used a quantitative research approach. The sample of this study was all 120 village employees. The results of the questionnaire were tabulated and analyzed using Structural Equation Modeling (SEM) using the SmartPLS application. The results of the analysis proved that service quality and supervision each had an insignificant effect on employee performance. While organizational culture had a significant effect on performance. Furthermore, it was also found that service quality, supervision, and organizational culture simultaneously had an effect on performance.

**Keywords.** Service quality, supervision, organization culture, performance

## **1. Introduction**

Human resource management science has taught humans to be above or have a stronger influence to organize relationships between humans and also interactions with other resources so as to realize organizational performance as expected. Because of the importance of the role of human resources in the organization, the organization's attention to these human resources is often more intensive than other development factors. Humans always play an active and dominant role in every organizational activity, because humans are the actors and determinants of the realization of organizational goals. This goal cannot be realized without the active

role of humans (Hasibuan M. S., 2010). Humans are also studied in their interactions with their work, their physical environment and their social work environment where this is a reciprocal relationship and mutual influence (Munandar, 2001).

Mopah Merauke Airport is an airport that has existed since the Second World War, because it is located in a strategic area in the Asia Pacific region. This airport serves domestic flights which are the final destinations from Jakarta or Makassar to the eastern tip of Indonesia. The airport also serves pioneer flights to sub-districts or districts in South Papua. The level of service at Bandar Mopah Merauke based on the PM 178 standard in 2015, has increased from category D (Sufficient) with a percentage assessment of 47.4% to category C (Good) with a percentage assessment of 68.1% when operating at the new terminal. (Hamzah, 2020). Mopah Airport has shortcomings in terms of; 1. The number of trolleys available is still lacking, 2. There is no further transportation information, 3. Parking capacity, 4. Facilities for passengers with special needs, 5. No Wifi available, and 6. No ticket purchase facilities available. Compared to Radin Intan II Lampung International Airport, the results of the service level analysis show that the terminal capacity value in accommodating busy passengers is 34.55 "A" Excellent, while the service level value for departure and arrival process facilities is 82 "B" Very Good, the service level value for comfort facilities is 83 "B" Very Good (Puspitasari, 2023). The assessment value is based on the Importance Performance Analysis (IPA) Standard, which is a standard that provides an instrument to identify the most important company attributes for managerial actions, classifying Quadrant III (C) Values as low priority. In this quadrant, the level of service importance is considered less important and service performance is also lacking/not good (Martilla & James, 1977).

Human resource management science has taught humans to be above or have a stronger influence to organize relationships between humans and also interactions with other resources so as to realize organizational performance as expected. Human resources are an asset for organizations to operate organizational activities. One of the performances of an organization often lies in the quality of the human resources it has. Because of the importance of the role of human resources in the organization, the organization's attention to these human resources is often more intensive than other development factors. Humans always play an active and dominant role in every organizational activity, because humans are the actors and determinants of the realization of organizational goals. This goal cannot be realized without the active role of humans (Hasibuan M. S., 2010).

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Supervision of Mopah Airport employees has been carried out both internally by the inspectorate, supervised by direct superiors and also by using facilities in the form of automatic attendance tools in the form of fingerprints. However, from the summarized reports, it turns out that there are still employees who are late to attend. Employees who are late to attend the morning assembly are very significant, there are even employees who are late to the office for up to 150 minutes or more than 2 hours. According to the existing attendance, employees who were declared absent without were 1 person in March, 8 people in May and 9 people each in August and September. Every day there are employees who are late for more than 0 minutes to 150 minutes..

Schein (1981) in (Ivancevic, et. al., 2005), defines culture as a pattern of basic assumptions created, discovered, or developed by a particular group as it learns to deal with external adaptation and internal integration problems that have worked well enough to be considered valid. Mopah Airport has employees spread across different divisions with specific tasks since they were first accepted as employees. Efforts to create bonds between employees become solid through employee perceptions of the organizational culture that they have experienced as airport employees. Quality of service, supervision and organizational culture can improve the performance of Mopah Airport employees. Improving performance is the responsibility of employees or human resources. Employees must always play an active and dominant role in every organizational activity, because they are the actors and determinants of the realization of organizational goals. This goal cannot be achieved without the active role of humans (Hasibuan M. S., 2010). Employees or humans are studied in their interactions with their work, their physical environment and with the social environment of their work where this is a reciprocal relationship and mutual influence (Munandar, 2001). Each employee will work according to their role in the organization, employees have a group of tasks that must be carried out in accordance with existing rules and as expected by their superiors.

Based on the research group, the researcher is interested in conducting research entitled the influence of service quality, supervision and organizational culture on the performance of Mopah Merauke airport employees.

In accordance with the background above, the following problem formulation is

formulated:

- 1) Is there an influence of service quality on the performance of Mopah Merauke Airport employees?
- 2) Is there an influence of supervision on the performance of Mopah Merauke Airport employees?
- 3) Is there an influence of organizational culture on the performance of Mopah Merauke Airport employees?
- 4) Do service quality, supervision, and organizational culture simultaneously affect the performance of Mopah Merauke Airport employees?

## **2. Literature Review**

According to Fandy Tjiptono (2017: 180) defines service quality or service quality as a measure of how well the level of service provided is able to match customer expectations. Meanwhile, according to Parasuraman in Arni Purwani and Rahma Wahdiniwaty (2017: 65) states that service quality is a comparison between the service felt (perception) by customers with the service quality expected by customers. Indicators of service quality according to Kotler in Arni Purwani and Rahma Wahdiniwaty (2017: 65) are as follows: reliability, responsiveness, assurances, empathy, and tangibles,

Supervision in general can be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the organization's vision and mission. Fahmi and Irham (2013: 96). Manullang (2011) stated that the main purpose of supervision is to ensure that what is planned becomes a reality. This can be understood, that how exactly the planning is made will not achieve maximum results without the supervision function. Therefore, although the position of supervision is at the end of the management functions, it does not mean that it is less important, but more meaningful as the key to the success of all the implementation of management functions. Supervision carried out by superiors is a comprehensive supervision of the implementation of activities by subordinates with the intention that superiors know the real activities and every aspect of the implementation of tasks or the environment of each organizational unit and do not deviate from efforts to achieve the goals and targets that have been set.

Supervision aims to show or find errors so that they can be corrected and prevent the recurrence of these errors (Mukhlis Podilito, 2013). In addition, supervision also aims to ensure that each job is carried out according to the procedures and work instructions that have been set (Dewi Nugraheni Restu Mastuti, 2012).

Supervision as a process to ensure that organizational and management goals can be achieved according to what is planned (Handoko, 2015). Supervision indicators include:

- 1) Setting standards Standards can be said to be a measure that can be used as a "benchmark" as an assessment of a task and responsibility assigned to its employees.

- 2) Determining the measurement of activity implementation Is a method used to determine the measurement of the implementation of an activity appropriately according to the standards used.
- 3) Measurement of activity implementation There are several things that can help in measuring the implementation of activities, namely: observation, reports, and inspections.
- 4) Comparison of implementation with standards and analysis of deviations Is a critical stage, namely the stage of comparing actual implementation with planned implementation or established standards.
- 5) Taking corrective action Corrective action can be taken in various forms such as changing the initial standard, changing the measurement of implementation, and changing the way it is analyzed.

The more all factors that can help improve employee work discipline are fulfilled, the quality of employees who work can be said to be optimal in accordance with what is desired by the organization. Organizational culture is a system of shared meanings held by members that distinguish the organization from other organizations, which is a set of main characteristics valued by the organization (Robbins, 2001). Edgar Schein in Fred Luthans (2005) states that organizational culture is a pattern of basic assumptions created, discovered or developed by a particular group as they adapt to external problems and internal integration that have worked well enough and are considered valuable, and therefore taught to new members as the correct way to realize, think, and feel in relation to the problem.

**Organizational Culture** This system of shared meaning, when observed more closely, is a set of main characteristics that are valued by the organization (Robbins and Judge, 2008). Organizational culture is a system of values acquired and developed by the organization and the patterns of habits and basic philosophies of its founders, which are formed into rules that are used as guidelines for thinking and acting in achieving organizational goals. Indicators in an organizational culture according to Fey and Denison (2003) include the following: 1) Involvement 2) Consistency 3) Adaptability 4) Mission.

Performance is the result of carrying out a job, both physical/material and non-physical/non-material (Nawawi, 2005). (Cokroaminoto, 2007), the definition of employee performance refers to the employee's ability to carry out all the tasks that are their responsibility. These tasks are usually based on predetermined success indicators. As a result, it will be known that an employee is at a certain level of performance. The levels can be termed in various terms. Employee performance can be grouped into: high, medium or low performance levels. It can also be grouped beyond the target, according to the target or below the target. Departing from these things, performance is interpreted as the overall "work performance" of an employee.

There are 6 indicators for measuring individual employee performance, namely (Robbins & Judge, 2008)

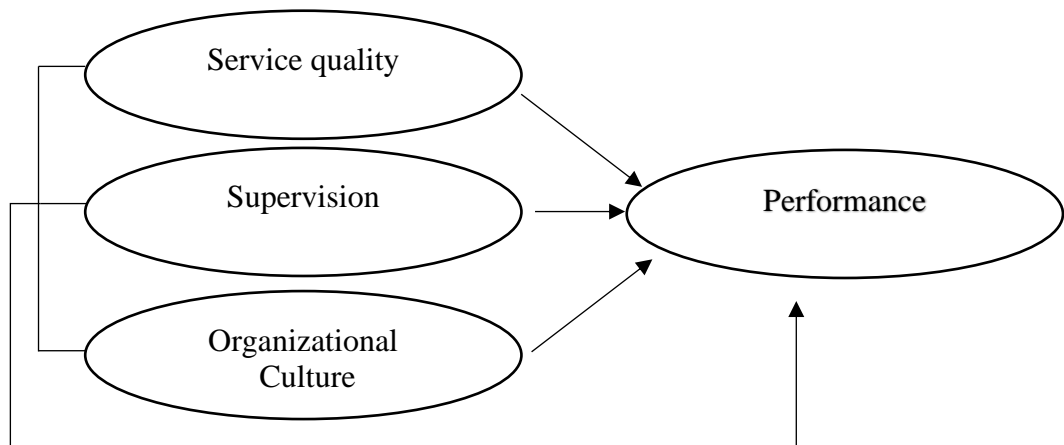
- 1) Quality. Work quality is measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities.
- 2) Quantity. Is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.



- 3) Timeliness. Is the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities.
- 4) Effectiveness. Is the level of use of organizational resources (labor, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources.
- 5) Independence. Is the level of an employee who will later be able to carry out his work functions.
- 6) Work commitment is a level where employees have a work commitment to the agency and employee responsibility for the work.

### 3. Metode

This study uses the Explanatory Research type of research. According to Singarimbun (2006). Explanatory Research is a study that explains the causal relationship between research variables through previously formulated hypothesis testing. The population in this study were 130 Mopah Airport employees. This study was conducted using sampling, namely saturated sampling, where all members of the population were used as samples. According to Sugiyono (2008), saturated sampling or census is a sampling technique when all members of the population are used as samples. Data collection is used by distributing questionnaires. Where Questionnaire One of the methods used in this study is by distributing questionnaires



Source: Processed data, 2024

**Figure 1**  
**Thought Framework**

The relationship of influence between variables directly produces 4 hypotheses.

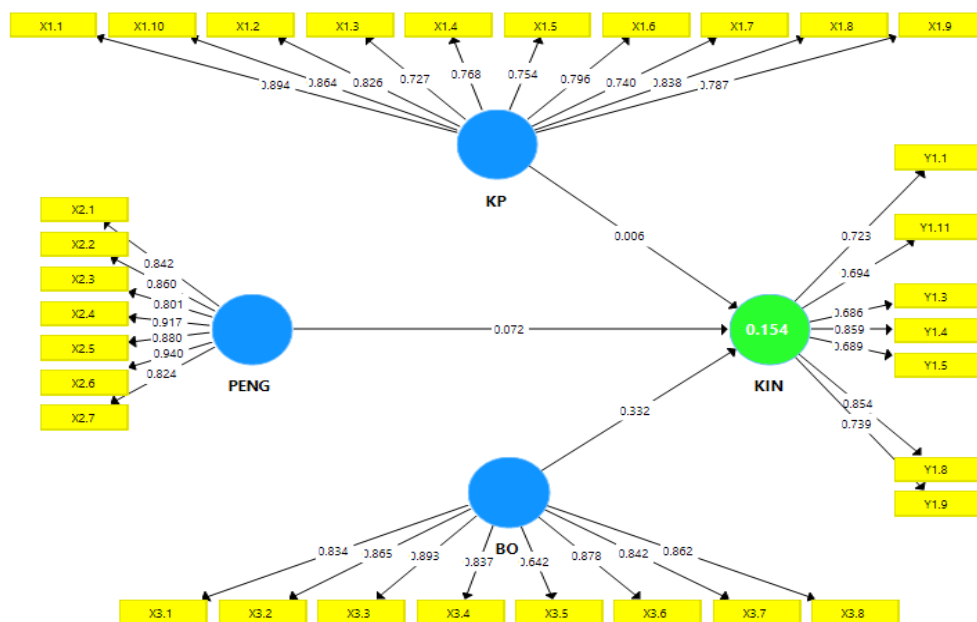
- It is suspected that service quality influences the performance of Mopah Merauke Airport Employees.
- It is suspected that supervision influences the performance of Mopah Merauke Airport Employees.

- It is suspected that organizational culture influences the performance of Mopah Merauke Airport Employees.
- It is suspected that service quality, supervision and organizational culture simultaneously influence the performance of Mopah Merauke Airport Employees.

**4. Result and Discussion**

*4.1. Result*

The research can be continued if the variables used are declared valid. The following are the results of the calculation of the Heterotrait Monotrait Ratio (HTMT), Construct Reliability and the Results of the Validity Calculation, R-Square, and F-Square



Source: Processed data, 2024

**Figure 1: Factor Loading Iteration 1 Results**

The results of the algorithm calculation obtained construct reliability and validity as stated in Table 1 below:

**Table 1. Results of Construct Reliability and Validity Calculations**

Variables	Cronbach's Alpha	Composite Reliability	AVE	rho_A
Service Quality	0,938	0,947	0,642	0,954
Supervision	0,945	0,955	0,752	0,949
Organitation Culture	0,937	0,948	0,697	0,942
Performance	0,870	0,901	0,566	0,872

Source: processed data, 2024

Based on the results of the calculation of internal consistency reliability in table 1, all variables have CA, CR and Rho\_A values greater than 0.7. While AVE is greater than 0.6. Therefore, it can be concluded that all constructs have good reliability and are able to measure each variable consistently.

**Table 2. Results of R-Square Calculation**

	<i>R-Square</i>	<i>R-Square Adjusted</i>
<b>Performance</b>	0,154	0,130

Source: processed data, 2024

The calculation results in table 4.2 show that the R2 value of performance is 0.154, this means that the ability of the three variables to explain performance is relatively weak. The three factors only explain 15.4% and the remaining 84.6% is explained by other variables not examined in this study.

**Table 3. F-Square Calculation Results**

	<b>Performance</b>
<b>Service Quality</b>	<b>0,000</b>
<b>Supervision</b>	<b>0,002</b>
<b>Organisation Culture</b>	0,058

Source: processed data, 2024

Based on the test results in table 3, it can be seen that the service quality factor has an influence on performance (0.000). Supervision has a small influence of 0.002 on performance and organizational culture has a moderate influence on performance, namely 0.058.

The results of the direct influence hypothesis test are presented in table 4

**Table 4. Results of the Direct Influence Hypothesis Test**

	<b>Hipo</b>	<i>Path Coeff.</i>	<b>T- Statistik</b>	<i>P-Values</i>	<b>Results</b>
<b>H1</b>	<b>SQ -&gt; P</b>	0,006	0,052	<b>0,959</b>	<b>No Significant</b>
<b>H2</b>	<b>S -&gt; P</b>	0,072	0,452	<b>0,652</b>	<b>No Significant</b>
<b>H3</b>	<b>OC -&gt; P</b>	0,332	1,973	<b>0,049</b>	Significant

Source: processed data, 2024

Table 4. above can also be presented in the form of a picture as follows:

Based on the results of the direct influence hypothesis test, it can be explained as: The effect of service quality on performance has a path coefficient of 0.006, t-statistics of 0.052, and p-value of 0.959. A positive path coefficient sign indicates that the effect of service quality on performance is positive. The t-statistic value of 0.006 is less than 1.65 and the p-value of 0.959 is greater than 0.05, which means that if the p-value is more than 0.05, there is an insignificant effect. Therefore, the first



hypothesis (H1) is rejected. So it can be said that service quality has a positive and significant effect on performance.

The effect of the supervision factor on performance has a path coefficient of 0.072, t-statistics of 0.452, and p-value of 0.652. A positive path coefficient sign indicates that the effect of supervision on performance is positive. Then the significance is seen from the t-statistic value of 0.542 smaller than 1.65 and the p-value of 0.652 larger than 0.05, which means that if the p-value is greater than 0.05 then there is an insignificant influence. Therefore, the second hypothesis (H2) is rejected. So it can be said that supervision has a positive and insignificant effect on performance.

The influence of organizational culture on performance has a path coefficient of 0.332, a t-statistic of 1.973, and a p-value of 0.049. The positive path coefficient sign indicates that the influence of organizational culture on performance is positive. But the significance is seen from the t-statistic value of 1.973 larger than 1.65 and the p-value of 0.049 smaller than 0.05, which means that if the p-value is smaller than 0.05 then there is a significant influence. Therefore, these results support the fourth hypothesis (H3) is accepted. So it can be said that organizational culture has a positive and significant effect on performance.

It is known that the R Square obtained from the previous calculation is 0.921 (92.1%), with independent variables (k) namely 3 (Work Environment, Workload and Organizational Culture), the total sample (n) used is 35 and the significance level used (a) is 5%. Then the F count is obtained through the following formula:

$$\begin{aligned} f &= R^2 (n - k - 1) / k(1 - R^2) \\ &= 0,154 (110 - 3 - 1) / 3(1 - 0,154) \\ &= 14,784 / 2,538 \\ &= 5,825 \end{aligned}$$

Then the F table value is obtained through the F table with a significance value of 5%, as follows:

$$\begin{aligned} Ftabel &= \\ &= F\alpha (k, n - k - 1) \\ &= F0,05 (3, 110 - 3 - 1) \\ &= F0,05 (3,31) \\ &= 2,91 \text{ (from F Tabel)} \end{aligned}$$

Based on the results of the calculation above, Fcount 5.825 > Ftable 2.89 is obtained, which means that the variables Service quality (X1), Supervition (X2) and Organizational Culture (X3) simultaneously influence and contribute to Performance (Y) by 15.4% (R-Square). Furthermore, it can be seen in table 5.

**Table 5. Simultaneous Testing Results**

<b>Hipo tesis</b>	<b>Model</b>	<b>F- Hitung</b>	<b>F- Tabel</b>	<b>Value</b>	<b>Results</b>
<b>H4</b>	<b>Simultan</b>	5,825	2,91	15,4%	Significant

Source: processed data, 2024

*4.2. Discission*

1) The effect of service quality on performance

The results of this study prove that service quality has a positive and insignificant effect on performance. A positive relationship means that increasing service quality can also improve performance. These results support previous research which also found a positive and insignificant effect Andalusi, (2018). However, this is different from the research conducted by Poetri et al., (2020) and Vidananda & Setiawan, (2021).

The difference in perception of service quality according to employees can be different from that assessed by customers. In addition, employee performance is often measured based on quantitative targets while service quality is more qualitative. It is also known that there are other variables that can be used to measure increased performance, including compensation and career development. It is known that several deficiencies in facilities at the old Mopah airport have resulted in services not being able to be implemented optimally

2) The effect of supervision on performance

The results of the direct influence hypothesis test prove a positive and insignificant effect of supervision on performance. This means that supervision in the office still needs to be carried out to improve employee performance. Research that supports this theory has been conducted by Lovihan et al., (2018) which found no significant relationship between supervision and employee performance. Of course, this is different from the research conducted by Rivai, (2021) and Rompas et al., (2018)

Employees who have high intrinsic motivation, namely motivation that comes from within themselves such as a sense of responsibility, a desire to develop, or job satisfaction, tend to work better without the need for strict supervision. Excessive supervision can actually reduce this intrinsic motivation. Giving employees autonomy to make decisions and complete their own tasks can increase their sense of responsibility and ownership of their work. Supervision that is too tight can hinder this autonomy and reduce employee creativity and initiative.

The quality of the relationship between superiors and subordinates greatly affects performance. If interpersonal relationships are positive, trusting, and supportive, employees tend to be more motivated to give their best performance. On the other hand, overly strict and judgmental supervision can damage interpersonal relationships and reduce performance.

### 3) The influence of organizational culture on performance.

Organizational culture has a positive and significant effect on performance, meaning that the higher the organizational culture, the higher the performance. Conversely, the lower the value of organizational culture, the lower the employee's performance. These results are in line with research by Muis et al., (2018) and Meutia & Husada, (2019)

The influence of organizational culture on performance has an effect according to employee recognition by giving answers with the highest average value on the statement that employees work to prioritize public services over personal / group interests. In addition, the highest average on the value statement, if problems arise in the workplace, they are always resolved together.

Organizational culture, like a strong foundation, is the foundation for the behavior and actions of each member of the organization. The shared values, norms, and assumptions adopted by this organization shape the way members think, work, and interact. As a result, organizational culture has a very significant influence on the overall performance of the organization. When an employee's personal values align with the organization's values, they tend to feel more connected and committed to the organization's goals. A positive and supportive culture can trigger employees' intrinsic motivation to give their best. A culture that provides space for employees to contribute and take initiative will increase their sense of belonging and responsibility.

### 4) The simultaneous influence of service quality, supervision and organizational culture on performance

Service quality, supervision and organizational culture have a significant influence simultaneously or together on employee performance. According to Priagung, (2016) organizational culture can improve service quality so that it ultimately affects employee performance. Puspitasari (2020) proves that supervision and organizational culture together with other variables have a simultaneous influence on employee performance. A culture that places customers as the main priority will encourage employees to provide the best service. A culture that values employee achievement and contribution will increase motivation and loyalty. With a good organizational culture, supervision is no longer needed to be too strict.

#### *4.3. Theoretical Implications*

Good service quality will have an impact on employee performance. Research on service quality that has a significant effect on performance has been conducted by Vidananda & Setiawan, (2021) and Poetri et al., (2020). Supervision can affect performance, this has been studied by Rivai, (2021) Rompas et al., (2018). Meanwhile, Puspitasari (2020) proved that supervision and organizational culture together with other variables have a simultaneous effect on employee performance. This study proves that organizational culture has a positive and significant effect on performance, as conducted by Muis et al., (2018) and Meutia & Husada, (2019).

#### *4.4. Managerial Implications*

Service quality needs to be developed by completing facilities and infrastructure that are not yet available or that are still lacking in capacity. Improvement of parking areas, especially parking areas for two-wheeled vehicles, baggage claim facilities need to be accelerated in their services, as well as the friendliness and speed of check-in officers need to be improved. Supervision is good and needs to be improved. SOPs that have been implemented by employees need to be continued, as well as leaders at various levels need to continue to carry out supervision, if necessary there are special supervisory officers, then there are rewards for high-achieving employees and employees who meet the obedience requirements. Employees have realized their responsibility in carrying out their duties. Employees solve problems together without any arrogant attitudes from either leaders or senior employees. Employees also do not delay work. The good things that have happened need to be maintained as an organizational culture.

### **5. Conclusion**

Based on the results of testing and discussing the research hypothesis, it can be concluded that:

- 1) Service quality has a positive and insignificant effect on performance. Service quality is closely related to consumer satisfaction or airport users. However, it does not have a significant effect on performance. Improving service quality still needs to be done by completing inadequate facilities
- 2) Supervision has a positive and insignificant effect on performance. Supervision needs to be improved, especially on employee compliance in implementing SOPs in the office. Meanwhile, recording incoming mail has been carried out properly. Furthermore, employees also feel that reprimands from superiors to negligent subordinates also need to be maintained
- 3) Organizational culture has a positive and significant effect on performance. Employees at the airport have formed a good organizational culture so that employee performance has improved. Employees prioritize compliance with rules, solve problems together, and prioritize service to visitors. These values have been implemented well.
- 4) Service quality, supervision and organizational culture simultaneously have a positive and significant effect on performance. Airport employees have been aware that their service quality must continue to be improved to improve their

performance. At the time this research was conducted, there were several facilities that were incomplete so that they were not optimal. However, the organizational culture that has been running well, especially with the awareness that the work they do is supervised, then employee performance can increase so that consumer satisfaction can be felt well too.

Based on the conclusions above and also considering the previous discussion, this study provides the following suggestions:

- 1) The implementation of managerial at Mopah Airport has been good so that all variables simultaneously affect employee performance. Facilities that are still lacking need to be completed and supervision needs to be carried out in accordance with the rules. Employees are required to carry out all office activities in accordance with existing standard operating procedures.
- 2) Especially related to organizational culture, it has a significant relationship with performance so that good things in organizational culture must continue to be maintained.
- 3) For the same type of research in the future, it is better to use a variety of methods and also use more variables so that the main cause of the existing problem is known and more qualified improvement suggestions can be found.

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