



# Impact of Supervision and Supervisor Capability on the Construction Supervision in Enrekang

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## Abstract

The aim of this study is to determine the influence of supervisory mechanism and supervisor capabilities, either in group or individually on the effectiveness of physical development supervision in Enrekang District. The results showed scores for supervisory mechanism and supervisor capability were good. The result of statistical analysis shows that there is a significant influence on the supervisory mechanism and the ability of the supervisor on the effectiveness of the supervision of physical development in Enrekang District, either partially (individually) or simultaneously (together).

**Keywords:** Supervisor capability; supervisor mechanism; the effectiveness of the supervision of physical development

## 1. Introduction

Indonesia with a large population has resources assets and by putting some efforts it can be mobilized to become a productive resource. A Productive humanbeing as desired by the development of Indonesia is a person who has an act of devotion to God, virtuous, skillful, hardworker, trust in self ability, having good manner and looking for tomorrow with spirit and optimism.

Development is essentially a continuous changing process as a progress and improvement with the goal to create the balancing of fair and prosperous for society materially and spiritually based on Pancasila in the national unity of the Republic of Indonesia which is independent, sovereign, united and the people's sovereignty in a peaceful, safe, and dynamic also for independent, friendly, and peaceful environment.

The main target of national development is directed to the interests of all Indonesians people. Therefore, all the Indonesian people including society and government are responsible for the success of development. The society is the main actors of development and the government is obliged to direct, guide and create a supportive atmosphere so that the community and government activities complement each other as step to achieve national development goals that for justice and prosperous society.

In implementing national development covering all aspects of the life, it is expected that there is a system of planning, implementation and supervision as a whole or goal can be achieved and realized as optimal as possible based on predetermined plans.

In order to achieve the development objectives that have been formulated, the participation of all parties is needed, especially the government officers. One kind of participation is supervision either by direct supervisors (supervision attached) or supervision that is not done by special officers to assist the chairman in their responsibilities (functional supervision) and overall society super-

vision with the intention of implementation of government and development can be more stable and directed.

The role of local government in a efforts of physical development conducted in Enrekang District is intended to make the development carried out in the region can be run in accordance to the plan. Therefore, it requires the ability of the appropriate and effective supervisory human resources, but in reality it still showed the things that are less appropriate.

Based on the description above, the author purposes to conduct research on the Influence of Supervisory Mechanisms and Capabilities of Supervisors on the Effectiveness of Supervision of Physical Development in Enrekang District.

## 2. Literature Review

Literally the capability comes from the word "capable" which means it can do, produce something as expected. capability have the same meaning to words competence. Thus, the definition of capability are also the definition of competence.

Dahlan (1989) suggests capability, as follows: Capability is able to carry out a job with satisfactory results either in the form of goods, or services based on needs of society. Human ability is the inherent quality that is inherent in a person.

The definition of capability as proposed by Dahlan shows as symbol attached to a person. On the other words, the capability is a characteristic possessed by the individual. Between individuals to each other has different levels of capability directed by a work produced.

Furthermore Hasibuan (1996) stated that the definition of human resource capability, as follows: Capability is the result achieved by individual in applying assigned tasks, based on skill, experience, sincerity and time.

The notion of capability mentioned by Hasibuan in line with the notion of the ability proposed by Dahlan, that the capability pointed to a characteristic attached to an individual who is exposed through the achievement of the results of work performed. The inherent characteristic of the individual stated by Hasibuan is based on skill, experience, and sincerity and time.

Based on the two definitions of capabilities that have been described, it is known that a person is considered to have the capability if they are able to complete the work or tasks assigned to them that indicated by the results as expected.

Meanwhile, the concept of competence itself is not really a new thing. According to the Organization of American Psychological Industry, the movement of competence has existed since the 1960s and early 1970s. According to the movement, many studies have shown that the results of attitude and knowledge tests, school achievement and diploma can not predict carrier or success in life (Mitrani, et al, 1995).

Theoretically, for the first time the concept of competence was popularized by Boyatzis (1982) which defines competence as a capability possessed by a person who appears in his or her work-appropriate attitude within the organization's environmental parameters and gives the desired result (Lan, 2001).

Furthermore Mitrani, et al. Al spencer and spencer (Lan 2001) defines competence as follows: Competence is the underlying characteristic of a person relating to the effectiveness of individual performance in his work.

The meaning of competence proposed by experts is based on the results of observational research that basically there is a general skill about the elements of competence namely knowledge, skills, and behavior (personal attributes). Thus competence in this case can be interpreted as the level of skills, knowledge and behavior that every individual has in performing the duties of the organization.

According to Spencer and Spencer, Mitrani, et., Al., (In LAN, 2001), competency characteristics consist of:

- Motives, is something where the individual is consistently thinking so that he takes an action, for example: the person who has achievement motivation will consistently develops goals that challenge him or herself and takes fully responsibility for achieving the goal and expects "feedback" to improve himself / herself
- Traits, is a character that enables people to behave or respond to things in a certain way, such as self-confidence, self-control, stress resistance, or hardiness.
- Self Concept, is the attitudes and values that someone has and it measures through the test to the respondent to know how "Value" owned by someone. What appeals to someone doing something. A person is considered to be a leader (leader) should have leadership behavior so that it needs a test for leadership ability.
- Knowledge, is an information that a person has for a particular field. Knowledge is a complex competency. A score or a knowledge test often fails to predict human resources because the score does not successfully measure what knowledge and skills should be done in the job. The knowledge test measures the ability of test takers to choose the most correct answer but can not see whether someone can do the work based on the knowledge they have.

Separately, Fitt gives the following definition of competence: "Competence has a very close meaning to professionalism in which there is an element of moral and ethical dedication.

The definition of competence proposed by Fitt implies that competence is a combination of knowledge, skills/expertise, and experience possessed by an individual because the competence is a reflection of the dedication and personal discipline to master and carry out the work obediently to the rules. Thus competence has the characteristics as mentioned, is expected to carry out the achievement of organizational goals.

According to Rotwell (LAN, 2001) Competence is a knowledge or skill that is critical for production to outputs. (Literally can be interpreted as a critical knowledge or skills to produce outcomes).

Furthermore Rotwell pointed out that: Competences area internal capabilities that people bring to their job; capabilities may be expressed in a broad, even infinite array of on the job behavior. Competence according to Rotwell is divided into four categories:

- Competence tennis (Technical Competence) is the competence of the field that becomes the main task of the organization.
- Managerial Competence is a competence related to the various managerial skills that needed to handle organizational tasks.
- Social competence is the ability to communicate in the organization to handle the main task.
- Intellectual/Strategic Competence is the ability to think strategically with a good vision in the future

### 3. Results and Discussion

#### 3.1. Description of Respondents' Statement About the Effectiveness of Physical Development Supervision

The effectiveness of physical development supervision is a thing that can not be separated in management system to improve the quality of physical development in Enrekang District.

This study analyzed the respondent's statement about the effectiveness of the physical development supervision of Provincial Internal Audit Agency (Bawasda) in Enrekang District based on the questions asked and integrated with the results of interviews of respondents.

The first question asked to the respondent is about the efficient utilization of resources as presented in the following table.

**Table 1:** Respondents Perception Toward Condition

No	Respondents Answer	The number of respondents	
		(f)	(%)
1.	Very Bad	2	5,00%
2.	Bad	4	9,00%
3.	Good	14	30,00%
4.	Very Good	28	56,00%
Total		48	100,00%

Source: Primer Data, 2004

The table above explains that the efficient use of resources by Provincial Internal Audit Agency (Bawasda) of Enrekang District. Respondents who stated good and very good condition are 42 respondents or 86.00% while 6 respondents answered is bad and very bad or 12.50% of the total respondents.

The next question about the achievement of resources on the effectiveness of physical development supervision as shown in the following table:

**Table 2:** Respondents Perception Toward achievement of resources on the effectiveness of physical development supervision

No	Respondents Answer	The number of respondents	
		(f)	(%)
1.	Very Bad	0	0,00%
2.	Bad	0	0,00%
3.	Good	28	58,33%
4.	Very Good	20	41,67%
Total		48	100,00%

Source: Data Primer, 2004

The table above explains that all respondents stated that the achievement of resources affects the effectiveness of physical development supervision in good and very good condition.

Furthermore, the efficiency of supervision as shown in the table 3.

**Table 3:** Respondents Perception Toward Efficiency of Supervision

No	Respondents Answer	The number of respondents	
		(f)	(%)
1.	Very Bad	0	0,00%
2.	Bad	0	0,00%
3.	Good	28	58,33%
4.	Very Good	20	41,67%
Total		48	100,00%

Source: Data Primer, 2004

The table above shows that total of 48 respondents (100%) stated good and very good to the efficiency of supervision possessed by the Provincial Internal Audit Agency (Bawasda) of Enrekang District.

Then the following table presents the respondent's statement about the success rate of supervision on the effectiveness of physical development supervision in Enrekang District.

**Table 4:** Respondents Perception Toward The Success Rate of Physical Development Supervision

No	Respondents Answer	The number of respondents (f)	(%)
1.	Very Bad	0	0,00%
2.	Bad	6	12,50%
3.	Good	22	45,83%
4.	Very Good	20	41,67%
Total		48	100,00%

Source: Data Primer, 2004

Based on the respondent's answer to the success rate of physical development supervision, there are 6 respondents (12.50%) answered that it is not successful and 42 respondents (17.50%) stated the effectiveness of supervision of physical development of Provincial Internal Audit Agency is succeeded.

Then the respondent's statement about the performance of the effectiveness of physical development supervision as shown in the following table.

**Table 5:** Respondents Perception Toward Effectiveness of Physical Development Supervision

No	Respondents Answer	The number of respondents (f)	(%)
1.	Very Bad	0	0,00%
2.	Bad	6	12,50%
3.	Good	22	45,83%
4.	Very Good	20	41,67%
Total		48	100,00%

Source: Data Primer, 2004

The table above shows that Provincial Internal Audit Agency (BAWASDA) performance on the effectiveness of physical development supervision. All respondents (100%) will declare good and very good for performing effectiveness of physical development supervision.

### 3.2. Hypothesis Test

#### 1. The influence of Supervisory Mechanism on the Effectiveness of Physical Development Supervision in Provincial Internal Audit Agency (Bawasda) Enrekang District

To answer the first hypothesis that stating there is a relationship between the influence of the supervisory mechanism on the effectiveness of the physical development supervision at the Provincial Internal Audit Agency of Enrekang District, it is used a simple regression analysis, with the SPSS program. 10. (Attachment). The explanation of the results can be seen in the table 6.

The table 6 explained the analysis results of the two regression variables: the variable Y (the effectiveness of physical development supervision) and the X variable (Supervisory Mechanism), has mean = 17.25 standard deviation = 1.8276, and 48 of cases for the variables of the effectiveness of physical development supervision (Y). While the variable Supervisory Mechanism (X) has mean = 17,6875, standard deviation = 2,88176; and 48 of total cases.

**Table 6:** Descriptive Statistics and Correlation between the Effects of Supervisory Mechanisms on the Effectiveness of Physical Development Supervision

	Descriptive		
	Mean	Std. Deviation	N
Y	17,2500	1,82768	48
X1	17,6875	2,88176	48

  

	Correlations		
		Y	X1
Pearson Correlation		1,000	0,403
		X1	0,403

Sig. (1 -tailed)	Y		0,002
	X1	0,002	
N	Y	48	48
	X1	48	48

Furthermore, the correlation coefficient between the effectiveness of the physical development supervision with Supervisory Mechanism is seen at 0,403, with a significance level of 0,002.

Then the following table shows the summary model and the coefficient of statistical calculation results.

**Table 7:** Descriptive Statistics and Correlation between the Effects of Supervisory Mechanisms and the Effectiveness of Physical Development Supervision

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,403a	0,162	0,144	1,69082

<sup>a</sup> Predictors: (Constant), X1

<sup>b</sup> Dependent Variable, Y

The table above shows the value of correlation coefficient R of 0.403 coefficient of determination R2 equal to 0.162 Which is the index of determination, the percentage that contribute to the influence of Supervisory Mechanism (Xi) on the effectiveness of physical development supervision(Y). R2 is 0.162, means that 16,2% contribution the influence of Supervisor Capability(Xi) to the effectiveness of physical development supervision (Y) while the rest 73,8% is influenced by the other factor. In other words, the influence of independent variable, Supervisory Mechanism (predictor/Xi) to the change of dependent variable, effectiveness of physical development supervision (criterion/Y) is 16,2%, while the rest 73,8% is influenced by other variable besides supervision as independent variable

### 3.3. Results Discussion

Based on the result of data analysis, it is found several things as follows:

First, Supervisory Mechanism has a positive and significant effect on the effectiveness of the physical development supervision. indicating by the value of partial correlation coefficient R2 = 0.162 or 16.2 percent contribution of Supervisory Mechanism to the effectiveness of physical development supervision. This contribution is low because it is less than 25 percent. This means that the contribution of Supervision Mechanisms under 25%. It has less impact on the effectiveness of physical development supervision, means that as much as 75% more influenced by other variables besides supervisory mechanism variables.

Second, the capability of supervisor has a positive and significant effect on the effectiveness of physical development supervision. indicating by the value of partial correlation coefficient R2 = 0.294 or 29.4 percent contribution level of the supervisor capability to the effectiveness of physical development supervision is quite strong because it is more than 25 percent.

Third, both the Supervisory Mechanism and the capability of supervisor have an effect on the effectiveness of the physical development supervision. indicating by the determination coefficient value R: = 0.321, which means that 32.1 percent of the variable contribution of Supervisory Mechanism and the level of supervisor capability to the effectiveness of physical development supervision is quite strong because more than 25 percent.

## 3. Conclusions and Recommendations

### 3.1. Conclusion

Based on the results discussed in the previous chapter, it can be concluded that:

1. Scores for supervisory mechanisms classified into a good category. From the results of the analysis using t-test, it ob-

tained t-count of 2.986 > t-table of 2,000 which shows there is a significant influence of supervisory mechanisms to the effectiveness of physical development supervision at Provincial Internal Audit Agency (BAWASDA) of Enrekang District.

2. Scores for supervisor capability classified into a good category. From the results of the analysis using t-test, it obtained t-count of 4.380 > t-table of 2,000 indicating that there is a significant influence of supervisor capability to the effectiveness of physical development supervision at Provincial Internal Audit Agency (BAWASDA) of Enrekang District.
3. Both variable of supervisory mechanism and supervisor capabilities have a significant influence on the effectiveness of physical development supervision. The result of analysis test using F-test obtained F-count of 10,618 > F-table of 3,20 indicating that there is significant influence to supervisory mechanism and supervisor capability to the effectiveness of physical development supervision at Provincial Internal Audit Agency (BAWASDA) of Enrekang District.

### 3.2. Suggestions

Based on the conclusions mentioned above, the following suggestions may be proposed:

1. The Head of the Agency should be aware that the knowledge of supervisory mechanisms and the capability of supervisor are essential in the process of improving the effectiveness of the physical development supervision in Enrekang District.
2. Enrekang District Government improves the apparatus resources as the functional supervisor by providing special training of supervisors for more specialized in the field of supervisory duties and avoid to abundant the work to the human resources who do not fit with the work field.

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