



The Effect of Supervision and Incentives on Employee Work Morale at the Class IV Sibolga Harbormaster and Port Authority Office

¹ Jordi Bastian Hutagalung, ² Mhd. Shafwan Koto, ³ Heriyawan Hutagalung

^{1,2,3} STIE Al-Washliyah Sibolga/Tapanuli Tengah, Indonesia

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Email :
jordy.bastyan4@gmail.com

ABSTRACT

This study aims to examine the effect of supervision and incentives on employee work morale at the Class IV Sibolga Harbormaster and Port Authority Office (KSOP). The research employed a quantitative approach using a descriptive method. The population consisted of 57 employees, all of whom were selected as respondents using a saturated sampling technique. Data were collected through questionnaires, observations, interviews, and documentation. The data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination with IBM SPSS Statistics version 27. The results indicate that supervision has a positive and significant effect on employee work morale, with a calculated t-value of 3.591 and a significance value of 0.001. Incentives also have a positive and significant effect on employee work morale, with a calculated t-value of 4.652 and a significance value of 0.001. Simultaneously, supervision and incentives significantly influence employee work morale, as indicated by an F-value of 47.590 and a coefficient of determination (R^2) of 63.8%. These findings suggest that improving the effectiveness of supervision and implementing a fair incentive system can enhance employee work morale, thereby supporting better organizational performance and public service quality at the Class IV Sibolga Harbormaster and Port Authority Office.

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INTRODUCTION

The ongoing transformation of public sector organizations requires continuous improvements in public service quality, supported by professional, productive, and highly motivated human resources. The achievement of organizational goals in government institutions depends not only on the availability of adequate facilities and infrastructure but also on the effectiveness of human resource management. Employees with high work morale tend to demonstrate greater productivity, discipline, organizational commitment, and service quality, thereby contributing significantly to overall organizational performance (Robbins & Judge, 2023).

Employee work morale refers to a psychological condition that encourages individuals to perform their duties with enthusiasm, responsibility, and commitment toward achieving organizational objectives. High work morale contributes positively to organizational effectiveness, whereas low work morale may lead to declining productivity, increased absenteeism, poor service quality, and workplace conflict (Armstrong, 2023). Therefore, organizations must identify the factors that can enhance employee work morale in order to improve organizational effectiveness and the quality of public service delivery.

One of the key factors influencing employee work morale is supervision. Supervision is a fundamental management function designed to ensure that organizational activities are carried out in accordance with established standards, procedures, and objectives. An effective supervisory system serves not only as a control mechanism but also as a developmental process that provides constructive feedback, minimizes work deviations, and improves employee performance. Recent studies have reported that objective, consistent, and improvement-oriented supervision positively influences employee discipline, job satisfaction, and work motivation (Agarwal et al., 2023; Robbins & Judge, 2023).

Another important determinant of employee work morale is the provision of incentives. Incentives represent organizational rewards granted to employees in recognition of their performance and contributions. A fair and equitable incentive system motivates employees both intrinsically and extrinsically, encouraging them to perform their duties more effectively and responsibly. Previous studies have demonstrated that transparent, performance-based incentive systems positively influence employee motivation, organizational commitment, and work morale in both public and private sector organizations (Dessler, 2024; Noe et al., 2023).

The Class IV Sibolga Harbormaster and Port Authority Office (KSOP) is a technical implementing unit under the Directorate General of Sea Transportation responsible for ensuring maritime safety and security, supervising port operations, and providing public services to port users. As a strategic government institution supporting maritime transportation, the KSOP is expected to maintain a highly competent workforce with strong work morale to ensure effective and efficient public service delivery. However, preliminary observations conducted during this study revealed several issues indicating that supervisory practices had not yet been fully optimized. These issues include work activities that were not consistently performed in accordance with established standard operating procedures, insufficient supervision of service implementation, and employees' perceptions that the incentives provided were not entirely proportional to their workload and occupational risks. These conditions are presumed to influence employees' work morale and their performance in delivering public services.

Previous empirical studies have consistently demonstrated that both supervision and incentives individually exert positive effects on employee work morale. Nevertheless, most existing studies have focused on private companies, industrial organizations, and educational institutions, limiting the generalizability of their findings to public sector organizations characterized by bureaucratic structures, public accountability, and distinct supervisory systems. Furthermore, empirical research examining the combined effects of supervision and incentives on employee work morale within the maritime transportation sector, particularly at the Class IV Sibolga Harbormaster and Port Authority Office, remains relatively limited. Consequently, further investigation is necessary to provide empirical evidence within the context of public sector human resource management.

Based on these considerations, this study aims to examine the effects of supervision and incentives on employee work morale at the Class IV Sibolga Harbormaster and Port Authority Office, both partially and simultaneously. The findings are expected to contribute to the advancement of public sector human resource management literature while providing practical recommendations for organizational leaders in developing more effective supervisory practices and equitable incentive policies to enhance employee work morale and improve the quality of public service delivery.

METHODS

This study employed a quantitative approach using a descriptive research design to examine the effects of supervision and incentives on employee work morale at the Class IV Sibolga Harbormaster and Port Authority Office (KSOP), North Sumatra, Indonesia. The study was conducted at the KSOP Class IV Sibolga Office, located on Jalan Horas Pelabuhan Sambas, Sibolga City, North Sumatra.

The study population consisted of 57 civil servants employed at the KSOP Class IV Sibolga Office. Since the population comprised fewer than 100 employees, all members of the population were included as research participants using a saturated sampling (total sampling) technique, resulting in a total sample of 57 respondents.

The research utilized both primary and secondary data. Primary data were collected through structured questionnaires administered to all respondents, while secondary data were obtained from documentation and a review of relevant literature. Data collection techniques included observation, interviews, documentation, and questionnaire distribution. The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The study examined two independent variables, namely supervision (X_1) and incentives (X_2), and one dependent variable, employee work morale (Y). The supervision variable was measured using indicators of work standard establishment, performance measurement, implementation evaluation, deviation analysis, and corrective actions. The incentives variable was assessed through indicators including job performance, length of service, seniority, employee needs, fairness and appropriateness, and job evaluation. Employee work morale was measured based on work behavior, job satisfaction, adaptability to colleagues, and employee involvement in work activities.

Prior to data analysis, the research instrument was evaluated through validity and reliability tests to ensure the adequacy of all questionnaire items. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were subsequently performed to verify the suitability of the regression model. The data were analyzed using multiple linear regression with IBM SPSS Statistics version 27. Hypothesis testing was conducted using the t-test to examine the partial effects of each independent

variable, the F-test to evaluate the simultaneous effects of the independent variables on employee work morale, and the coefficient of determination (R^2) to determine the proportion of variance in employee work morale explained by supervision and incentives. Statistical significance was established at the 5% significance level ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Results

This study involved 57 employees of the Class IV Sibolga Harbormaster and Port Authority Office (KSOP) as research respondents. Prior to hypothesis testing, the research instrument was subjected to validity and reliability testing to ensure that all questionnaire items were appropriate for data collection.

Validity and Reliability Test

The validity test results indicate that all questionnaire items measuring the variables of supervision, incentives, and employee work morale achieved correlation coefficients exceeding the critical value ($r > 0.30$), confirming that all measurement items were valid. Furthermore, the reliability analysis demonstrated that the Cronbach's Alpha coefficients for all variables exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency and confirming that the research instrument was reliable.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Supervision	0.878	Reliable
Incentives	0.810	Reliable
Employee Work Morale	0.890	Reliable

Classical Assumption Tests

The results of the classical assumption tests indicate that the regression model satisfies all statistical assumptions required for multiple linear regression analysis. The Kolmogorov–Smirnov normality test produced a significance value greater than 0.05, indicating that the residuals were normally distributed. In addition, the tolerance value of 0.588 and the Variance Inflation Factor (VIF) value of 1.700 for both independent variables demonstrate the absence of multicollinearity, as the tolerance values exceed 0.10 and the VIF values are below 10. Furthermore, the scatterplot illustrates that the residuals are randomly distributed around the zero line without forming a specific pattern, confirming that the regression model is free from heteroscedasticity.

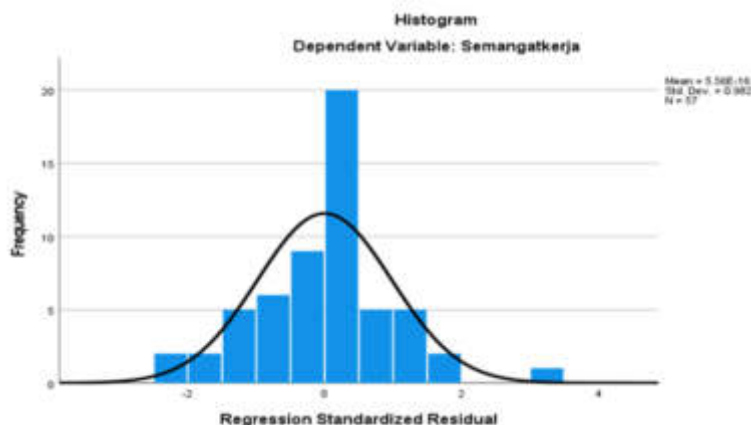


Figure 1. Normality Histogram

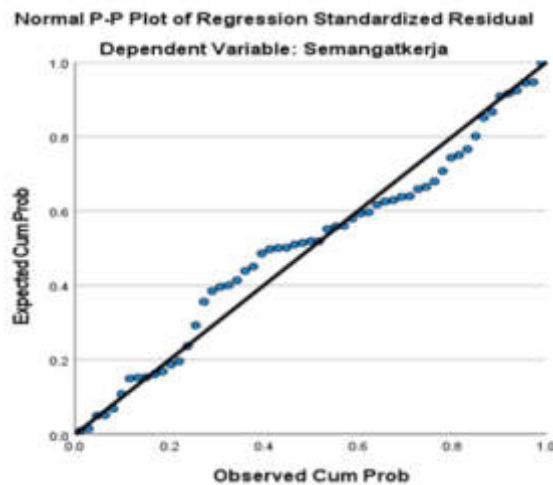


Figure 2. Normal P-P Plot of Regression Standardized Residual

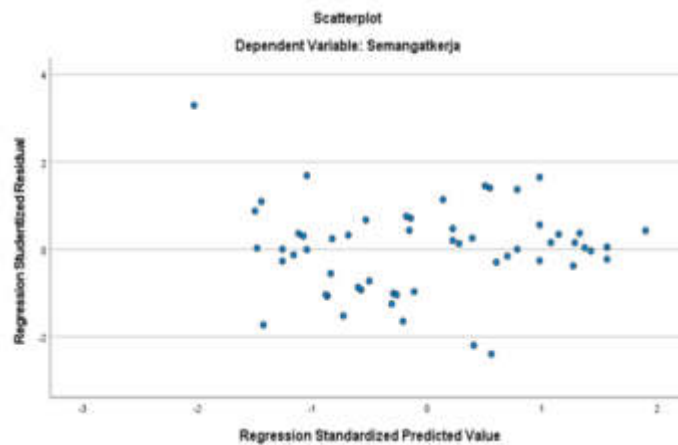


Figure 3. Scatterplot of Standardized Residuals

Multiple Linear Regression Analysis

The multiple linear regression analysis produced the following regression equation:

$$[Y = 70.269 + 0.343X_1 + 0.478X_2]$$

The regression equation indicates that both supervision and incentives have positive regression coefficients. This finding implies that improvements in supervisory practices and the provision of incentives contribute positively to employee work morale at the Class IV Sibolga Harbormaster and Port Authority Office.

Table 2. Multiple Linear Regression Results

Variable	B	t	Sig.
Constant	70.269	2.245	0.029
Supervision	0.343	3.591	0.001
Incentives	0.478	4.652	0.000

Simultaneous Significance Test (F-test)

The simultaneous hypothesis test yielded an F-value of 47.590 with a significance level of 0.000, which is below the 0.05 threshold. Therefore, supervision and incentives jointly have a positive and statistically significant effect on employee work morale at the Class IV Sibolga Harbormaster and Port Authority Office.

Table 3. Simultaneous Significance Test Results

F-value	Sig.	Interpretation
47.590	0.000	Significant

Coefficient of Determination

The coefficient of determination (R^2) was 0.638, indicating that 63.8% of the variation in employee work morale can be explained by supervision and incentives. The remaining 36.2% is attributable to other factors not included in the research model, such as leadership, work environment, employee competence, organizational culture, and other individual characteristics.

Discussion

The Effect of Supervision on Employee Work Morale

The findings demonstrate that supervision has a positive and statistically significant effect on employee work morale. The calculated t-value of 3.591 with a significance level of 0.001 indicates that improvements in supervisory practices are associated with higher levels of employee work morale. Effective supervision enables employees to perform their duties in accordance with established operational standards, minimizes work deviations, and provides constructive feedback that enhances overall job performance. These findings are consistent with those reported by Mukti and Hidayat (2022), who concluded that effective supervision positively influences employee work morale by improving discipline, responsibility, and work motivation.

The Effect of Incentives on Employee Work Morale

The results also reveal that incentives have a positive and statistically significant effect on employee work morale. The calculated t-value of 4.652 with a significance level of 0.000 indicates that an appropriate incentive system significantly enhances employees' motivation and enthusiasm in carrying out their responsibilities. Incentives represent organizational recognition of employees' contributions and performance achievements. When incentives are distributed fairly and proportionately according to workload and job responsibilities, employees are more likely to feel valued, thereby increasing their commitment and willingness to improve work performance. This finding supports the study conducted by Ningsih (2019), which reported a positive relationship between incentives and employee work morale.

The Simultaneous Effect of Supervision and Incentives on Employee Work Morale

The simultaneous analysis confirms that supervision and incentives collectively have a significant positive effect on employee work morale. The coefficient of determination ($R^2 = 63.8\%$) indicates that both variables make a substantial contribution to explaining variations in employee work morale. These findings suggest that improving employee morale cannot rely solely on effective supervision or incentive provision independently; rather, both managerial practices should be implemented simultaneously. Effective supervision strengthens employee discipline and accountability, while a fair and performance-based incentive system enhances motivation and organizational commitment. The integration of these two factors creates a more supportive and productive work environment, ultimately contributing to improved employee performance and higher-quality public service delivery.

CONCLUSION

This study examined the effects of supervision and incentives on employee work morale at the Class IV Sibolga Harbormaster and Port Authority Office (KSOP). The findings demonstrate that supervision has a positive and statistically significant effect on employee work morale, indicating that more effective supervisory practices contribute to higher levels of employee motivation, responsibility, and enthusiasm in performing assigned duties. Similarly, incentives were found to have a positive and significant effect on employee work morale, suggesting that a fair and performance-based incentive system enhances employees' motivation and encourages greater work commitment. Furthermore, the simultaneous analysis confirmed that supervision and incentives jointly exert a positive and significant influence on employee work morale. These findings imply that improving employee work morale requires the integration of effective supervisory mechanisms with equitable incentive policies, thereby fostering a productive work environment and supporting the enhancement

of organizational performance and the quality of public service delivery at the Class IV Sibolga Harbormaster and Port Authority Office.

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