



# THE INFLUENCE OF JOB DESCRIPTION, TRANSFORMATIONAL LEADERSHIP, AND WORK ENVIRONMENT ON SUPERVISORY PERFORMANCE AT THE INSPECTORATE OFFICE OF SOUTHWEST PAPUA PROVINCE

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## ABSTRACT

This study aims to analyze the influence of job description, transformational leadership, and work environment on supervisory performance at the Inspectorate Office of Southwest Papua Province. The study employed a quantitative approach using a survey method. The population in this study consisted of all employees of the Inspectorate Office of Southwest Papua Province, totaling 48 individuals. The sampling technique used was saturated sampling, in which the entire population was selected as research respondents. Data collection was conducted through questionnaires, interviews, and documentation. The data analysis technique applied was multiple linear regression analysis to determine the influence of independent variables on the dependent variable, both simultaneously and partially. The independent variables in this study include job description, transformational leadership, and work environment, while the dependent variable is supervisory performance. The indicators of job description consist of clarity of task descriptions, job objectives, work relationships, authority, and performance standards. Transformational leadership was measured through idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and role modeling. The work environment was measured based on physical conditions, relationships among employees, relationships with supervisors, freedom of expression, as well as appreciation and support. Meanwhile, supervisory performance was measured through the accuracy of problem detection, speed of corrective action, objectivity of evaluation, continuity of supervision, and improvement of organizational accountability. The results of this study are expected to provide both theoretical and practical contributions in improving the effectiveness of supervision in the public sector, particularly within the Inspectorate Office of Southwest Papua Province.

## 1. INTRODUCTION

Supervision is one of the essential functions in government administration, particularly in realizing accountable, transparent, and effective governance. In the public sector, supervision serves as an instrument to ensure that program implementation, budget utilization, and government policies are carried out in accordance with applicable regulations and regional development objectives. According to (Mardiasmo, 2021) effective supervision has a strategic role in improving accountability and preventing irregularities in the management of public finances and programs. Therefore, the existence of the Government Internal Supervisory Apparatus (APIP) is a very important element in supporting the realization of good governance within regional government institutions.

In the context of regional government, the Inspectorate Office of Southwest Papua Province has a strategic role as the regional government's internal supervisory institution. The Inspectorate is responsible for conducting audits, evaluations, monitoring, and supervision of government program implementation to ensure effectiveness and compliance with the principles of good governance. However, the implementation of supervisory functions within the Inspectorate still faces several organizational challenges that may affect supervisory performance. Based on the 2023 Performance Report of the Inspectorate Office of Southwest Papua Province, several obstacles were identified, including coordination barriers among work units,

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limited human resources, and inadequate work facilities that hinder the effectiveness of supervision. In addition, indications of overlapping tasks, unclear division of responsibilities, and delays in the follow-up of audit findings also reflect the need for improved organizational management and supervisory support systems. These conditions indicate that supervisory performance is not only influenced by regulations and procedures but also by internal organizational factors such as job description clarity, leadership effectiveness, and work environment conditions.

A job description is a written explanation of employees' duties, responsibilities, and authority within an organization. The clarity of job descriptions is very important because it helps employees understand their roles and organizational expectations accurately (Rizal et al., 2025). (Robbins et al., 2018) stated that a well-designed job description can improve work productivity because employees have a clear understanding of the tasks they must perform. Within the Inspectorate environment, job descriptions serve as the primary guideline for auditors in carrying out supervisory functions, ranging from examining financial reports to evaluating the implementation of regional government programs. Conversely, unclear job descriptions may lead to overlapping duties, work confusion, and reduced quality of supervisory outcomes.

In addition to job descriptions, transformational leadership is also a factor influencing supervisory effectiveness. Leadership style plays an important role in improving employee performance within organizations (Warwey et al., 2025). Transformational leadership is a leadership style capable of inspiring, motivating, and encouraging employees to achieve optimal performance (Sari et al., 2025). (Bass & Riggio, 2006) explained that transformational leadership can build employee commitment toward organizational vision and significantly improve performance. In the Inspectorate context, transformational leaders can create a work atmosphere that supports auditor professionalism, provide motivation in dealing with the complexity of supervisory tasks, and strengthen organizational integrity. Emotional and intellectual support from leaders is also highly necessary to improve auditors' morale in facing work pressures and supervisory challenges in the field.

Another factor influencing supervisory performance is the work environment. A conducive work environment, both physically and psychologically, can improve employee comfort, job satisfaction, and productivity (Harun et al., 2023). (Greenberg, 2011) stated that a positive work environment can create an atmosphere that supports collaboration, creativity, and employee well-being. In government supervisory organizations, the work environment includes work facilities, relationships among employees, organizational support, and work systems that support supervisory duties. However, the Inspectorate Office of Southwest Papua Province still faces several limitations related to supporting facilities and accessibility due to the geographical characteristics of the region, which consists of islands and remote areas. These conditions potentially reduce the effectiveness and efficiency of supervisory activities carried out by auditors in the field.

Various previous studies have shown that job descriptions, transformational leadership, and work environment influence organizational performance. (Al Rawas & Jantan, 2022) found that clear job descriptions can improve employee work effectiveness in government supervisory institutions. Furthermore, (Gita & Yuniawan, 2016) showed that transformational leadership has a significant effect on the motivation and productivity of internal auditors. Meanwhile, (Apriliyani & Indra, 2024) stated that a supportive work environment can improve the work effectiveness of public sector employees. However, most previous studies focused primarily on general employee performance in government or private organizations, while studies specifically examining supervisory performance within APIP institutions remain limited. In addition, previous studies generally analyzed these variables separately, whereas studies examining the simultaneous influence of job descriptions, transformational leadership, and work environment on supervisory performance are still rarely conducted, particularly in the context of newly established autonomous regions such as Southwest Papua Province.

This study therefore offers novelty by focusing specifically on supervisory performance as the core function of APIP and by examining the combined influence of job descriptions, transformational leadership, and work environment within the Inspectorate Office of Southwest Papua Province. The study also provides contextual insights into supervisory challenges in regions with complex geographical and socio-cultural characteristics. Based on the path-goal theory proposed by (House, 1971) task clarity and supportive

working conditions are situational factors that can strengthen leadership effectiveness in improving organizational performance. Therefore, this study is important to analyze the influence of job descriptions, transformational leadership, and work environment on supervisory performance at the Inspectorate Office of Southwest Papua Province. The results of this study are expected to provide both theoretical and practical contributions in strengthening the effectiveness of regional government internal supervision to support the realization of good governance and bureaucratic reform in Southwest Papua.

## **2. METHODS**

This study employed a quantitative approach with an explanatory research design to analyze the influence of job description, transformational leadership, and work environment on supervisory performance at the Inspectorate Office of Southwest Papua Province. Explanatory research was used because this study aimed to explain the causal relationship between independent variables and the dependent variable through hypothesis testing.

The population in this study consisted of all employees of the Inspectorate Office of Southwest Papua Province, totaling 48 individuals. The sampling technique used was saturated sampling (census sampling), in which the entire population was selected as the research sample. Saturated sampling was applied because the population size was relatively small and manageable, allowing all members of the population to be involved in the study in order to obtain more comprehensive and accurate results. Thus, the total number of respondents in this study was 48 employees. The respondents consisted of auditors, administrative staff, and supervisory personnel with diverse characteristics in terms of age, gender, educational background, and years of service.

The data collection methods in this study were conducted through questionnaires, interviews, and documentation. The questionnaire was designed using a 5-point Likert scale ranging from 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA). The research instrument consisted of several statement items for each variable, including job description, transformational leadership, work environment, and supervisory performance. The job description variable was measured through indicators of task clarity, responsibility, and authority. The transformational leadership variable included indicators of inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. The work environment variable was measured through physical and non-physical work environment indicators, while supervisory performance was measured through indicators of effectiveness, accuracy, accountability, and quality of supervision. The research instruments were adapted from previous studies and relevant theoretical references related to organizational behavior and public sector supervision.

Before the data analysis was conducted, validity and reliability tests were performed to ensure the quality of the research instruments. The validity test was carried out using the product moment correlation method, where questionnaire items were considered valid if the correlation coefficient exceeded the critical value. Meanwhile, the reliability test was conducted using Cronbach's Alpha, in which a variable was considered reliable if the alpha coefficient was greater than 0.70.

The data analysis methods used in this study included descriptive analysis and multiple linear regression analysis. Descriptive analysis was used to describe respondents' perceptions regarding the research variables. Prior to regression analysis, classical assumption tests were conducted, including normality test, multicollinearity test, heteroscedasticity test, and linearity test, to ensure that the regression model fulfilled the statistical assumptions required for multiple linear regression analysis. Hypothesis testing was conducted using partial tests (t-test) and simultaneous tests (F-test). The t-test was used to determine the partial influence of each independent variable on supervisory performance, while the F-test was used to determine the simultaneous influence of all independent variables on the dependent variable. The coefficient of determination (R-square) was also used to measure the extent to which the independent variables explained variations in supervisory performance. The hypotheses were tested at a significance level of 0.05, where a significance value of  $\text{sig} \leq 0.05$  indicated that the independent variables had a significant influence on the dependent variable.

### 3. RESULTS AND DISCUSSIONS

#### Respondent Description

The respondent description was conducted to provide an overview of the characteristics of respondents involved in the study. A total of 48 questionnaires were distributed; however, only 40 questionnaires were returned and eligible for analysis. Therefore, the total number of respondents in this study was 40 employees of the Inspectorate Office of Southwest Papua Province.

**Table 1. Respondent Description**

Respondent Identity	Category	Frequency	Percentage (%)
Gender	Male	19	47.5
	Female	21	52.5
Age	≤ 29 Years	14	35.0
	30–39 Years	12	30.0
	40–49 Years	9	22.5
	≥ 50 Years	5	12.5
Education	Senior High School	1	2.5
	Bachelor's Degree	34	85.0
	Postgraduate Degree	5	12.5
Years of Service	≤ 5 Years	19	47.5
	6–10 Years	10	25.0
	11–15 Years	11	27.5
Position	Staff	28	70.0
	Auditor	2	5.0
	Archivist	2	5.0
	PPUD	6	15.0
	Finance & General Affairs	1	2.5
	Regional Assistant Inspector	1	2.5

Based on Table 1, the respondents in this study were dominated by females, totaling 21 individuals (52.5%), while males accounted for 19 individuals (47.5%). Based on age, most respondents were in the ≤29 years age group, accounting for 35%, followed by those aged 30–39 years at 30%. This indicates that the majority of employees were within the productive age range, characterized by good adaptability and work productivity. In terms of educational background, most respondents held a Bachelor's degree, accounting for 85%, while 12.5% had postgraduate degrees and 2.5% had completed senior high school education. The high level of education indicates that the human resources at the Inspectorate Office of Southwest Papua Province possess adequate academic competence to support the implementation of supervisory functions. Based on years of service, most respondents had worked for ≤5 years, accounting for 47.5%, while the remainder had working periods ranging from 6 to 15 years. This condition indicates a combination of newly recruited and experienced employees within the organization. Furthermore, based on position, the majority of respondents were staff members, accounting for 70%, who were directly involved in the implementation of operational supervisory activities. These respondent characteristics provide a relevant overview in supporting a more objective and proportional interpretation of the research findings.

#### Validity and Reliability Test

Validity and reliability tests were conducted to determine the quality of the research instruments in measuring the research variables. The validity test was used to measure the accuracy of the research instrument, while the reliability test was used to determine the consistency level of the instrument. An instrument is considered valid if the Pearson Correlation value is greater than 0.30.

#### Supervisory Performance Validity Test

The validity test of the supervisory performance variable was conducted to ensure that each statement item was able to appropriately represent the supervisory performance construct.

**Table 2. Supervisory Performance Validity Test**

No	Statement	Pearson Correlation	Description
1	The supervisory system is able to identify work problems accurately	0.738	Valid
2	Problems arising in work can be detected at an early stage	0.459	Valid
3	Supervision helps identify potential errors before they have a broad impact	0.700	Valid
4	Corrective actions are provided immediately after problems are identified	0.547	Valid
5	Leaders respond quickly to supervisory findings	0.815	Valid
6	Problem resolution is carried out without long delays	0.803	Valid
7	Performance evaluation is conducted fairly and impartially	0.543	Valid
8	Supervisory evaluation is based on data and facts	0.681	Valid
9	Supervision is free from personal or group interests	0.444	Valid
10	Supervision is conducted routinely and continuously	0.602	Valid
11	There are no long intervals in the implementation of work supervision	0.447	Valid
12	Supervision continues even when there are no major problems	0.455	Valid
13	Supervision encourages increased employee accountability	0.509	Valid
14	Every task can be clearly accounted for	0.520	Valid
15	Supervision improves transparency within the organization	0.755	Valid

Based on Table 2, all statement items in the supervisory performance variable have Pearson Correlation values above 0.30, ranging from 0.444 to 0.815. This indicates that all items are considered valid and are capable of measuring the supervisory performance variable effectively; therefore, they are appropriate for use in this study.

**Job Description Validity Test**

The validity test of the job description variable was conducted to determine the ability of each item to describe the clarity of employees’ duties, responsibilities, and authority.

**Table 3. Job Description Validity Test**

No	Statement	Pearson Correlation	Description
1	The tasks that I must perform are explained in detail	0.599	Valid
2	There is no uncertainty regarding my main duties	0.427	Valid
3	I clearly understand the scope of my work	0.466	Valid
4	The objectives of each of my tasks are well understood	0.710	Valid
5	I know the expected outcomes of my work	0.725	Valid
6	Work targets are communicated clearly	0.750	Valid
7	Working relationships between divisions are clearly defined	0.602	Valid
8	I understand the coordination flow in my work	0.662	Valid
9	There is no overlap of duties with coworkers	0.652	Valid
10	My authority in carrying out work has been clearly established	0.710	Valid
11	I understand the limits of my authority	0.656	Valid
12	The decisions I make are in accordance with my authority	0.467	Valid
13	My work performance standards are clearly established	0.609	Valid
14	Performance evaluation is conducted based on known standards	0.446	Valid
15	I understand the indicators of success in my work	0.615	Valid

Based on Table 3, all statement items in the job description variable have Pearson Correlation values above 0.30, ranging from 0.427 to 0.750. These results indicate that all indicators are considered valid and are capable of accurately representing the job description variable.

### Transformational Leadership Validity Test

The validity test of the transformational leadership variable was conducted to determine the ability of each item to represent the characteristics of transformational leadership.

**Table 4. Transformational Leadership Validity Test**

No	Statement	Pearson Correlation	Description
1	Leaders serve as role models in attitude and behavior	0.641	Valid
2	Leaders demonstrate integrity in every decision	0.713	Valid
3	I feel proud to be led by my supervisor	0.532	Valid
4	Leaders are able to encourage employees' work enthusiasm	0.825	Valid
5	Leaders provide a clear and inspiring work vision	0.861	Valid
6	I am motivated to work better because of the leader's encouragement	0.590	Valid
7	Leaders encourage employees to think creatively	0.846	Valid
8	New ideas from employees are appreciated by leaders	0.709	Valid
9	Leaders are open to innovative ways of working	0.723	Valid
10	Leaders pay attention to employees' development needs	0.870	Valid
11	Leaders provide personal guidance	0.773	Valid
12	Leaders understand the different abilities of each employee	0.777	Valid
13	Leaders set an example of discipline at work	0.656	Valid
14	Leaders are consistent between words and actions	0.829	Valid
15	Leaders demonstrate a strong work ethic	0.843	Valid

Based on Table 4, all statement items in the transformational leadership variable have Pearson Correlation values above 0.30, ranging from 0.532 to 0.870. This indicates that all indicators are considered valid and are capable of measuring the transformational leadership variable effectively.

### Work Environment Validity Test

The validity test of the work environment variable was conducted to determine the ability of each item to describe both the physical and non-physical work environment conditions.

**Table 5. Work Environment Validity Test**

No	Statement	Pearson Correlation	Description
1	Work facilities support comfort in carrying out work	0.736	Valid
2	The work environment is clean and well-organized	0.797	Valid
3	Work facilities are available according to job requirements	0.402	Valid
4	Relationships among employees are harmonious	0.586	Valid
5	Coworkers help each other in completing tasks	0.381	Valid
6	Conflicts among employees rarely occur	0.384	Valid
7	My relationship with my supervisor is good	0.660	Valid
8	Supervisors are easy to discuss work-related matters with	0.750	Valid
9	Supervisors provide support in carrying out work	0.742	Valid
10	I am free to express my opinions in the workplace	0.711	Valid
11	Employees' criticism and suggestions are well accepted	0.753	Valid
12	There is no fear in expressing ideas	0.794	Valid
13	Good performance receives appreciation	0.789	Valid
14	The organization provides support for employees' work	0.857	Valid
15	Rewards motivate me to work better	0.791	Valid

Based on Table 5, all statement items in the work environment variable have Pearson Correlation values above 0.30, ranging from 0.381 to 0.857. These results indicate that all items are considered valid and are capable of comprehensively representing the work environment variable; therefore, they are appropriate for use in the next stage of analysis.

### Reliability Test

The reliability test was conducted to determine the consistency level of the research instruments in measuring the research variables. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.70.

**Table 6. Reliability Test**

Research Variable	Cronbach's Alpha	Description
Supervisory Performance	0.873	Reliable
Job Description	0.871	Reliable
Transformational Leadership	0.942	Reliable
Work Environment	0.915	Reliable

Based on Table 6, all research variables have Cronbach's Alpha values greater than 0.70. These results indicate that the research instruments used to measure the variables of supervisory performance, job description, transformational leadership, and work environment are considered reliable or have a good level of consistency; therefore, they are appropriate for use in this study.

### Hypothesis Testing

Hypothesis testing was conducted using multiple linear regression analysis to determine the influence of job description, transformational leadership, and work environment on supervisory performance, both simultaneously and partially.

**Table 7. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.653	0.427	0.379	5.200

Based on Table 7, the correlation coefficient (R) value of 0.653 indicates that the relationship between the variables of job description, transformational leadership, and work environment with supervisory performance is categorized as moderately strong. The R Square value of 0.427 indicates that 42.7% of the variation in supervisory performance can be explained by the three independent variables, while the remaining 57.3% is influenced by other variables outside the scope of this study. The Adjusted R Square value of 0.379 indicates the explanatory power of the model after adjustment for the number of variables and research samples.

### Simultaneous Test (F-Test)

The simultaneous test was conducted to determine the effect of the independent variables collectively on the dependent variable.

**Table 8. ANOVA Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	725.046	3	241.682	8.939	0.000
Residual	973.354	36	27.038		
Total	1698.400	39			

Based on Table 8, the calculated F value is 8.939 with a significance value of 0.000. Since the significance value is smaller than 0.05, it can be concluded that job description, transformational leadership, and work environment simultaneously have a significant effect on supervisory performance at the Inspectorate Office of Southwest Papua Province. These results indicate that the regression model used is appropriate for explaining the relationships among the research variables.

### Partial Test (t-Test)

The partial test was conducted to determine the effect of each independent variable on supervisory performance.

**Table 9. t-Test of Partial Effect Coefficients**

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	21.687	8.492		2.554	0.015
Job Description	0.525	0.146	0.516	3.585	0.001
Transformational Leadership	0.184	0.148	0.278	1.244	0.221
Work Environment	-0.041	0.174	-0.053	-0.236	0.815

Based on Table 9, the job description variable has a significance value of 0.001, which is smaller than 0.05, indicating that it has a positive and significant effect on supervisory performance. The beta value of 0.516 shows that job description is the most dominant variable influencing supervisory performance.

Meanwhile, the transformational leadership variable has a significance value of 0.221, and the work environment variable has a significance value of 0.815, both of which are greater than 0.05. This indicates that, partially, these two variables do not have a significant effect on supervisory performance at the Inspectorate Office of Southwest Papua Province. Based on the hypothesis testing results, it can be concluded that:

1. Job description, transformational leadership, and work environment simultaneously affect supervisory performance; therefore, the hypothesis is accepted.
2. Job description partially has a significant effect on supervisory performance; therefore, the hypothesis is accepted.
3. Transformational leadership partially does not have a significant effect on supervisory performance; therefore, the hypothesis is rejected.
4. Work environment partially does not have a significant effect on supervisory performance; therefore, the hypothesis is rejected.
5. The most dominant variable influencing supervisory performance is job description.

## **Discussion**

### **The Influence of Job Description, Transformational Leadership, and Work Environment on Supervisory Performance**

The results of this study indicate that job description, transformational leadership, and work environment simultaneously have a significant effect on supervisory performance at the Inspectorate Office of Southwest Papua Province. These findings suggest that supervisory performance is influenced by a combination of structural factors, leadership behavior, and work environment conditions that mutually support one another within the organization. Supervisory performance is not only determined by individual capabilities but also by a work system capable of creating task clarity, work motivation, and a conducive work atmosphere.

The clarity of job descriptions provides employees with a clear understanding of their duties, responsibilities, and authority, enabling supervisory activities to be carried out more effectively and systematically. (Rizzo et al., 1970) explained that role clarity can reduce work conflict and ambiguity, thereby improving task implementation effectiveness. In the context of supervision, task clarity serves as an important foundation for creating accountability and accuracy in carrying out supervisory functions. In addition, transformational leadership also plays a role in improving supervisory performance through leaders' ability to provide motivation, inspiration, and work vision to employees. (Bass & Avolio, 1994) stated that transformational leadership can build employee commitment toward organizational goals and encourage collective performance improvement. In government supervisory organizations, transformational leadership can strengthen integrity, professionalism, and result-oriented supervision practices.

The work environment is also an important factor supporting supervisory effectiveness. (Robbins et al., 2018) explained that favorable work environment conditions, both physically and socially, can improve employee productivity and work comfort. Organizational support, harmonious working relationships, and open communication help employees carry out supervisory duties optimally. This finding is consistent with the Job Demands-Resources Theory proposed by (Bakker & Demerouti, 2007), which states that the availability of work resources can enhance employee motivation and engagement in their work.

Overall, job description, transformational leadership, and work environment form an integrated system that complements one another in improving supervisory performance. Job descriptions provide a clear work structure, transformational leadership provides direction and motivation, while the work environment creates an atmosphere that supports task implementation. Therefore, improving supervisory performance requires the integrated management of these three factors to achieve optimal supervisory effectiveness.

### **The Influence of Job Description on Supervisory Performance**

The results of this study indicate that job description partially has a positive and significant effect on supervisory performance at the Inspectorate Office of Southwest Papua Province. These findings demonstrate that the clarity of duties, responsibilities, and authority plays an important role in improving

the effectiveness of supervisory implementation. Clear job descriptions help employees understand the scope of work that must be carried out, enabling the supervisory process to operate in a more directed, systematic, and accountable manner (Rizzo et al., 1970) explained that role ambiguity can lead to work confusion and reduce the effectiveness of task implementation. In supervisory functions, unclear task distribution may hinder the processes of problem identification, evaluation, and follow-up on supervisory findings. Conversely, clear job descriptions provide structured work guidelines that enable employees to carry out tasks in accordance with organizational standards and objectives. (Wibowo, 2018) also stated that clear job descriptions help employees understand work objectives, work relationships, and performance standards that must be achieved. The findings of this study are consistent with the opinion of (Chiaburu & Harrison, 2008) who argued that role clarity has a positive relationship with individual performance and work engagement. When employees clearly understand their duties and responsibilities, the implementation of supervision becomes more effective and objective. This supports the accurate detection of problems, objective evaluation processes, and increased organizational accountability, as explained by (Anthony & Govindarajan, 2007). In public sector organizations, particularly Inspectorates, job descriptions also serve as an important foundation for establishing an effective internal control system. (Randall S & Jackson, 1996) stated that role clarity can improve organizational efficiency and work coordination. With clear task distribution, each employee can understand their respective responsibilities, allowing the supervisory process to function more optimally. The findings of this study indicate that the formal organizational structure has a significant influence on supervisory effectiveness. Therefore, strengthening job descriptions is one of the important strategies for improving the quality of supervisory performance at the Inspectorate Office of Southwest Papua Province.

#### **The Influence of Transformational Leadership on Supervisory Performance**

The results of this study indicate that transformational leadership does not partially affect supervisory performance at the Inspectorate Office of Southwest Papua Province. These findings suggest that although transformational leadership is theoretically often associated with improved organizational performance, in the context of this study its influence was not statistically proven (Bass & Riggio, 2006) explained that transformational leadership can enhance employee motivation and commitment through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In addition, (Wright & Pandey, 2010) stated that transformational leadership has a positive relationship with improved public sector organizational performance. However, the findings of this study indicate that supervisory functions within the Inspectorate are more influenced by work systems, procedures, and regulations rather than leadership factors. Supervisory performance in government organizations places greater emphasis on procedural accuracy, objectivity of evaluation, and compliance with work standards. (Anthony & Govindarajan, 2007) explained that performance in control-oriented organizations is strongly determined by the implementation of standardized procedures and accountability mechanisms. Therefore, when job descriptions have been clearly established and serve as the primary guideline in task implementation, the influence of leadership on technical work outcomes becomes relatively smaller. In highly structured organizations, employees tend to work based on established rules and operational standards rather than being influenced by leadership style. These findings can be explained through the bureaucracy theory proposed by (Weber, 1947) which states that bureaucratic organizations are characterized by a clear division of labor, formal rules, hierarchical authority, and impersonality in decision-making. In bureaucratic organizations such as the Inspectorate, work effectiveness is more determined by compliance with procedures and regulations than by personal factors, including leadership style or work environment conditions.

Furthermore, the concept of transformational leadership developed by (Bass, 1985) emphasizes leaders' ability to provide inspiration, motivation, idealized influence, intellectual stimulation, and individualized consideration. However, in regulation-based government supervisory organizations, the space for innovation and work flexibility is relatively limited due to strict work standards. As a result, although transformational leadership simultaneously affects supervisory performance, partially this

variable does not become a dominant factor in improving supervisory effectiveness. The findings of this study indicate that leadership effectiveness is contextual or contingency-based. This means that the influence of leadership on organizational performance is highly dependent on job characteristics, organizational systems, and the level of procedural formality in place. In the context of the Inspectorate, supervisory performance is more determined by system clarity, task distribution, and compliance with regulations rather than motivational factors provided by leaders.

### **The Influence of Work Environment on Supervisory Performance**

The results of this study indicate that the work environment does not partially affect supervisory performance at the Inspectorate Office of Southwest Papua Province. These findings suggest that although the work environment is theoretically capable of improving employee comfort and productivity, in the context of supervision its influence was not proven to be directly significant.

(Robbins et al., 2018) stated that a conducive work environment can improve employee job satisfaction and productivity. In addition, (Bakker & Demerouti, 2007) through the Job Demands-Resources Theory, explained that the availability of work resources can enhance employee motivation and engagement in their work. However, in the implementation of supervisory functions within the Inspectorate, performance places greater emphasis on compliance with procedures, work standards, and formal regulations.

(Anthony & Govindarajan, 2007) explained that supervisory performance is measured based on the accuracy of problem detection, objectivity of evaluation, and the ability to control the implementation of organizational activities. These dimensions are technical and normative in nature; therefore, they are more influenced by work systems and compliance with regulations than by work environment conditions. This condition causes the work environment to have no significant partial effect on supervisory performance.

In addition, Inspectorate employees are presumed to already possess relatively stable levels of professionalism and work responsibility. This condition enables employees to continue carrying out supervisory duties optimally despite variations in work environment conditions. In other words, work regulations and employee professionalism become the primary factors controlling the effectiveness of supervisory implementation.

These findings can also be explained through the bureaucracy theory proposed by (Weber, 1947), which states that in bureaucratic organizations, individual work behavior is strongly influenced by formal rules, organizational hierarchy, and standard operating procedures. In highly standardized government supervisory organizations, work processes are regulated in detail through SOPs, making task implementation more dependent on compliance with the system rather than work environment conditions.

Furthermore, (Schein, 2010) explained that the organizational environment reflects the culture and value systems that influence individual work behavior. However, in technical and standardized work such as supervision, the influence of the work environment tends to be indirect. Therefore, the findings of this study indicate that the work environment functions more as a supporting factor in task implementation rather than as the primary determinant influencing supervisory performance at the Inspectorate Office of Southwest Papua Province.

### **Job Description as the Most Dominant Variable Influencing Supervisory Performance**

The results of this study indicate that job description is the most dominant variable influencing supervisory performance at the Inspectorate Office of Southwest Papua Province. These findings demonstrate that the clarity of task structure, responsibilities, and authority plays a very important role in improving the effectiveness of supervisory implementation. In government supervisory organizations, clear job descriptions serve as the primary foundation for establishing accountability, work accuracy, and the effectiveness of internal control systems.

(Rizzo et al., 1970) explained that role clarity can reduce work conflict and ambiguity, thereby improving the effectiveness of task implementation. In addition, (Chiaburu & Harrison, 2008) stated that task clarity has a positive relationship with improved individual performance. In the context of supervision, clear job descriptions help employees understand the limits of their authority, responsibilities, and work procedures that must be carried out. This supports accuracy in the process of problem identification, evaluation of supervisory results, and follow-up actions regarding supervisory findings.

(Anthony & Govindarajan, 2007) also emphasized that effective supervision requires clear work standards and structured control mechanisms. Job descriptions function as a work framework that regulates the distribution of duties and responsibilities within the organization. Without clear task distribution, supervisory implementation may experience overlapping duties or gaps in responsibility that can reduce supervisory effectiveness.

The dominant influence of job description indicates that in bureaucratic public organizations, certainty in organizational structure has a greater influence than behavioral factors. A clear work structure can create stability, consistency, and accountability in the implementation of supervisory duties. Therefore, strengthening and updating job descriptions becomes an important strategy for improving the quality of supervisory performance at the Inspectorate Office of Southwest Papua Province.

The findings of this study are also consistent with the Job Design Theory developed by (Hackman & Oldham, 1976) which states that clear job design will improve task identity, task significance, and responsibility, thereby encouraging individuals to work more effectively and responsibly. In supervisory functions, clear job descriptions enable auditors or supervisors to understand work standards, evaluation procedures, and authority boundaries accurately, allowing the supervisory process to be carried out more objectively and accurately.

Furthermore, this theory emphasizes the importance of structured feedback in supporting work effectiveness. In government supervisory organizations, such feedback is manifested through audit standards, evaluation systems, and formal reporting mechanisms established by the organization. Therefore, the dominance of job description in this study indicates that job design and clarity of work systems are the primary factors determining the effectiveness of supervisory performance in regulation-based organizations such as the Inspectorate.

#### **4. CONCLUSION**

Based on the results and discussion of this study, it can be concluded that job description, transformational leadership, and work environment simultaneously have a significant effect on supervisory performance at the Inspectorate Office of Southwest Papua Province. These findings indicate that supervisory effectiveness is influenced by the interaction of organizational structural factors, leadership behavior, and work environment conditions in supporting the implementation of supervisory duties.

Partially, job description was proven to have a positive and significant effect on supervisory performance. The clarity of duties, authority, responsibilities, work relationships, and performance standards became the main factors capable of improving supervisory effectiveness, particularly in the accuracy of problem detection, objectivity of evaluation, and accountability in supervisory implementation. In addition, job description was identified as the most dominant variable influencing supervisory performance. These findings demonstrate that clarity in organizational structure and role distribution constitutes the primary foundation for creating an effective and structured supervisory system within the Inspectorate Office of Southwest Papua Province.

Meanwhile, transformational leadership and work environment did not partially affect supervisory performance. These results indicate that in bureaucratic and regulation-based government supervisory organizations, supervisory effectiveness is more strongly determined by work systems, procedures, and compliance with operational standards than by leadership style or work environment conditions. Therefore, organizational structure and clarity of work systems play a more dominant role in improving supervisory performance at the Inspectorate Office of Southwest Papua Province.

Based on these findings, the Inspectorate Office of Southwest Papua Province is recommended to strengthen and periodically update job descriptions to ensure alignment with organizational regulations and operational needs. The clarity of duties, authority, responsibilities, and performance indicators should be formulated in a more measurable manner to improve supervisory effectiveness. In addition, organizational leaders should strengthen the implementation of Standard Operating Procedures (SOPs), improve work coordination, and support employee competency development through training and

mentoring programs. Adequate facilities, access to information, and technology systems should also continue to be improved to support supervisory activities.

For regional governments, the findings of this study may serve as a basis for strengthening human resource management policies that emphasize role clarity and measurable work systems in public sector supervision. Future researchers are recommended to expand the research scope by involving broader research objects and incorporating additional variables related to supervisory performance in government institutions.

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