# The Effect of Competence, Independence and Work Experience Government Interent Supervisory Apparatus (APIP) on the Effectiveness of Supervision at the Inspectorate of Payakumbuh City

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## Abstract

This research aims to find and analyze the influence of APIP's competence, independence and work experience on the effectiveness of supervision at the Payakumbuh City Inspectorate. The type of data required in this research is primary data with the data collection method used is using a survey method, namely personal questionnaires (personally administered questionnaires with the respondents being all Payakumbuh City Inspectorate APIPs. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS- SEM) with SmartPLS 4 software to test the proposed structural model and hypothesis. The results show that: 1) APIP competency has a significant influence on the effectiveness of supervision at the Payakumbuh City Inspectorate; 2) APIP independence has a significant influence on the effectiveness of supervision at the Payakumbuh City Inspectorate; and 3) APIP work experience does not have a significant influence on the effectiveness of supervision at the Payakumbuh City Inspectorate.

Keywords: competence, independence, work experience, and supervisory effectiveness

## 1. Introduction

The Inspectorate was formed as a supervisory element of regional government administration. The main task of the Inspectorate is to assist the Mayor in fostering and supervising the implementation of government affairs which fall under regional authority, as well as assistance tasks by Regional Apparatus. As a supervisory element, the Inspectorate is responsible for ensuring that local government runs in accordance with applicable regulations and with established standards. Supervision carried out by the inspectorate of the Regional Apparatus Organization (OPD) is helpful so that the goals set by the organization can be achieved, and avoid the occurrence of implementation deviations, abuse of authority, waste and leakage early. The Inspectorate is also expected to provide input to OPD in terms of administrative management, risk management, and internal control. By providing appropriate advice and recommendations, the Inspectorate can assist local governments in improving organizational governance, managing risks, and strengthening internal controls to better achieve organizational goals. The purpose of all these activities is to improve public accountability in accordance with applicable laws and regulations. As such, the Inspectorate has an important role to play in ensuring that local governments operate properly and optimally serve the public interest.

According to (Padang, Kumenaung, & ..., 2022) The progress and success of local governments and regional apparatus in organizing government in the regions cannot be separated from the important role of the regional Inspectorate in conducting supervision. There are many things that can affect the quality of supervision carried out by the Government Internal Supervisory Apparatus (APIP), including the competence possessed, independence and work experience of the APIP itself. competence, independence, and work experience are key factors that can influence the behavior, actions, and attitudes of the Government Internal Supervisory Apparatus (APIP) in carrying out their duties and obligations as government supervisors, so that this can affect the effectiveness of the supervision carried out.

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According to (Ariandi, 2019) APIP's ability to perform tasks is largely determined by its individual competencies. Individual competencies include Educational Background, Technical Competence and Position Certification as well as Continuous Education and Training.

Independence must be owned by APIP to be able to act fairly without being influenced by pressure or requests from certain parties with an interest in the audit results. The APIP leader needs to replace the apparatus that provides the report with an apparatus that is not involved in the same situation. APIP's close involvement with the object of supervision, whether through social, family, or other relationships, can reduce its objectivity, so it should not be mandated to conduct a review of the entity. Work experience refers to the variety of experiences that have been passed, providing an opportunity for someone to do a better job. The higher the level of experience of a person, the better the quality of supervision. According to (Juwitasari, 2019) The more extensive a person's work experience, the more skillful he is at doing work and the more perfect his thinking patterns and attitudes in acting to achieve predetermined goals. Inexperienced APIP may not have sufficient knowledge and skills to properly identify and analyze risks. This can result in less in-depth and less accurate supervision.

## 2. Literature Review
### 2.1. Effectiveness Theory
According to (Setiawan, 2014) Effectiveness is a measure that states how far the target (quantity, quality, and time) has been achieved. The greater the percentage of targets achieved, the higher the effectiveness of these activities. Effectiveness is the achievement of precise goals, which refers to a success or achievement of the expected goals. According to kurniawan in (Rosalina, 2012) Effectiveness is the ability of an organization or entity to carry out the necessary tasks, functions, or operations without significant pressure or tension during its implementation. According to (Siagian, 2001) argues that effectiveness is the use of resources, facilities and infrastructure to a certain extent that has been consciously predetermined to produce some goods for the services it provides.

### 2.2. Concept of Effectiveness
According to Gibson in (Kharisma, 2017) the concept of effectiveness can be understood through three main perspectives: individual effectiveness, group effectiveness, and overall organizational effectiveness.

1. **Individual effectiveness.**
   In this perspective, it emphasizes the fulfillment of individual duties and responsibilities as employees of an organization. The successful achievement of people is closely related to teamwork, because people who work in organizations must deal directly with groups.

2. **Group effectiveness.**
   This perspective highlights the performance that can be provided by a group consisting of workers. In this context individuals are also able to work together where there are tasks to be done as a group rather than individually.

3. **Organizational effectiveness.**
   Organizational effectiveness is essentially derived from individual and group effectiveness. This efficiency can exceed the total efficiency of individuals and groups, which means the organization can achieve a high level of efficiency.

### 2.3. Supervision Theory
Supervision is one of the important stages in the management process where actions are taken to ensure that the activities carried out are in accordance with the previously established plan. If there are deviations between what was planned and what actually happened, then corrective measures are needed to improve the situation. In (Regulation of the Minister of State for Administrative Reform of the Republic of Indonesia No. 220 of 2008, 2008) concerning the Functional Position of Auditor and its Credit Score states that: "Supervision seen from its context, namely internal supervision is all audit, evaluation, review, monitoring and other supervisory activities, such as consultancy, socialization, assistance in the implementation of organizational tasks and functions in order to provide adequate assurance that activities have been carried out in accordance with predetermined benchmarks effectively and efficiently for the benefit of the leadership in realizing good governance". By conducting effective supervision, organizations can identify and address problems or potential problems early on before they become bigger or can interfere with achieving goals. According to (Herawati, 2016) Supervision includes a process for determining work, assessing and correcting the implementation of work so that it is in accordance with planning and organizational goals which are compared and measured based on predetermined criteria, norms and standards.

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### 2.4. The Role of Oversight in Government

According to (Hendriyani, 2020) in order to create effective government implementation, supporting variables are needed, for example, the availability of a budget, the availability of supporting work facilities, abilities, skills and a high number of human labor, and so on. Supporting variables alone are not enough in effective government implementation but it is still considered necessary to carry out supervision so that the variables owned by the government can be utilized properly. Supervision is carried out in order to avoid misuse of resources owned by the government so that no state losses occur.

### 2.5. Competency Theory

According to Wibowo (2007) in (Padang et al., 2022) states that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Every APIP must have good competence in carrying out its duties to carry out supervision programs in a government agency. Competence can be described as the ability to carry out a task, role or task, the ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning carried out.

### 2.6. Competency Indicator

According to (Padang et al., 2022) Competence shows the skills or knowledge characterized by professionalism in a particular field as something important, as the flagship of a particular field, with the indicators being:
1. Knowledge. Job-related knowledge includes: Knowing and understanding knowledge in their respective fields. Knowing knowledge related to new regulations, procedures, techniques in government institutions.
2. Skill. Individual skills include: Ability to communicate well in writing. Ability to communicate clearly orally
3. Attitude. Individual attitudes, including: Having the ability to communicate in creativity at work. The existence of high work enthusiasm.

### 2.7. Independence Theory

According to Mulyadi in (Efendy, 2010) independence means a mental attitude that is free from influence, not controlled by other parties, not dependent on others. Independence will keep away relationships that might interfere with the objectivity of supervision. Independence can be interpreted as the integrity possessed by APIP in considering facts and providing objective assessments without inclination in making decisions and expressing opinions. For an APIP, independence can be characterized by the fact that they are not easily influenced by everything because an APIP carries out work in the public interest. Independence can be understood as a mental attitude that is not influenced by other parties, cannot be influenced, and does not depend on anyone. According to (Juwitasari, 2019) independence is an attitude of mind and mental attitude that is impartial and not controlled by other parties in the implementation of testing, evaluation of examination results and preparation of audit reports in accordance with professional rules or principles. In carrying out supervision, an APIP must not behave and act in favor of anyone and not be influenced by anyone. In carrying out its professional responsibilities when conducting an examination, an APIP must also be objective and free from conflicts of interest.

### 2.8. Independence Indicator

According to Sukriah in (Segah, 2018) independence can be measured by indicators of program preparation independence, work implementation independence, and reporting independence.
1. Indicators of program preparation independence can be seen from whether the preparation of the inspection program carried out by the auditor is free from interference and interference from the leadership and other parties with an interest in the inspection to be carried out.
2. The indicator of the independence of the implementation of the work can be seen from whether the examination carried out by the auditor is free from the efforts of the object of examination to designate or determine the activities being examined, whether the auditor cooperates with the object of examination in collecting relevant evidence, and whether the auditor is free from personal interests or other parties to limit all examination activities.
3. Indicators of reporting independence can be seen from whether the audit report made by the auditor is free from the influence of other parties to influence the facts reported and consideration of the contents of the audit report, and whether the audit report is free from language or terms that cause multiple interpretations.

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**2.9. Work Experience Theory**

Work experience is an expertise that can be explicitly used to conduct an objective examination. Experience can be measured by the time span a person uses in a job, job or task. A person's work experience can show the work that has been done and provide opportunities for someone to do a better job. According to (Nana et al., 2015) an employee who has previous work experience will certainly understand better in dealing with a problem that arises, besides that the employee will adapt more quickly to the tasks he faces because he already has previous work experience. Work experience is a person's ability to master the knowledge and skills relevant to his job. This can be measured through the length of service and the level of understanding and skills possessed, especially in jobs that demand a lot of expertise, skills and initiative in action, so as to produce products of better quality and quantity.

**2.10. Work Experience Indicator**

According to Foster in (Amwiarni Sartika, 2015) the indicators measured in Work Experience are:
1. Length of time/work period
   A measure of the length of time or period of work that a person has taken to understand the tasks of a job and has carried out properly.
2. Level of knowledge and skills possessed
   Knowledge refers to concepts, principles, procedures, policies or other information required by employees. Knowledge also includes the ability to understand and apply information to job responsibilities.
3. Mastery of work and equipment
   The level of mastery an individual has with his/her equipment or work in the execution of technical aspects of equipment and work techniques.

**2.11. Research Framework**

In this thesis, it will be investigated about the Effect of Competence, Independence and Work Experience of APIP on Supervisory Effectiveness at the Inspectorate of Payakumbuh City. For more details, it can be seen in the scheme below:
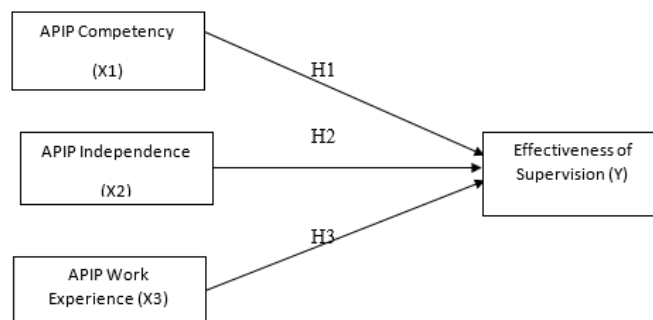


**Figure 1. Research Framework**

# 3. RESEARCH METHODS

type of research is quantitative research that looks at the influence between the independent variable and the dependent variable. This study uses data collection techniques by distributing questionnaires directly to respondents. In this study using the total sampling technique where the sample studied was the entire existing population, namely all APIP in the Inspectorate of Payakumbuh City as many as 55 people. The data collection method used is to use a survey method, namely personally administered questionnaires to determine the effect of APIP competence, independence and work experience on supervisory effectiveness by submitting a questionnaire to APIP at the Payakumbuh City Inspectorate. The data analysis technique used in this study will use the SEM PLS method.

## 5. Results and Discussion (12 font)

### 5.1 Convergent Validity

Convergent validity is indicated by the correlation between indicators and latent variables. In the SEM-PLS approach, a measurement has met convergent validity if it has met the requirements, namely having a loading factor of 0.7 (Table 1).

**Table 1. Factor Loading Results**

| | SUPERVISION EFFECTIVENESS (Y) | INDEPENDENCE (X2) | COMPETENCY (X1) | WORK EXPERIENCE (X3) |
|---|---|---|---|---|
| EP1 | 0.727 | | | |
| EP10 | 0.508 | | | |
| EP11 | 0.763 | | | |
| EP12 | 0.742 | | | |
| EP13 | 0.444 | | | |
| EP14 | 0.646 | | | |
| EP15 | 0.246 | | | |
| EP16 | 0.441 | | | |
| EP17 | 0.430 | | | |
| EP2 | 0.629 | | | |
| EP3 | 0.588 | | | |
| EP4 | 0.682 | | | |
| EP5 | 0.762 | | | |
| EP6 | 0.687 | | | |
| EP7 | 0.778 | | | |
| EP8 | 0.775 | | | |
| EP9 | 0.765 | | | |
| I1 | | 0.727 | | |
| I2 | | 0.792 | | |
| I3 | | 0.737 | | |
| I4 | | 0.627 | | |
| I5 | | 0.438 | | |
| I6 | | 0.397 | | |
| I7 | | 0.742 | | |
| K1 | | | 0.735 | |
| K2 | | | 0.675 | |
| K3 | | | 0.723 | |

|  | SUPERVISION EFFECTIVENESS (Y) | INDEPENDENCE (X2) | COMPETENCY (X1) | WORK EXPERIENCE (X3) |
|---|---|---|---|---|
| K4 |  |  | 0.755 |  |
| K5 |  |  | 0.703 |  |
| K6 |  |  | 0.833 |  |
| P1 |  |  |  | 0.847 |
| P2 |  |  |  | 0.783 |
| P3 |  |  |  | 0.780 |
| P4 |  |  |  | 0.861 |
| P5 |  |  |  | 0.916 |
| P6 |  |  |  | **0.905** |

Source: Primary Data Processing Results 2024

Based on the test results in the table above, it can be seen that there are several indicators that have factor loading smaller than 0.7, namely: EP.10, EP.13, EP.14, EP.15, EP.16, EP. 17, EP.2, EP3, EP.4, EP.6, I.4, I.5, I.6, and K.2. Then the factor confirmation process is carried out by removing items that have a loading factor smaller than 0.7. Furthermore, the model is calculated again so as to produce a new outer loading value and can be seen in the following figures 1 and tables 2.
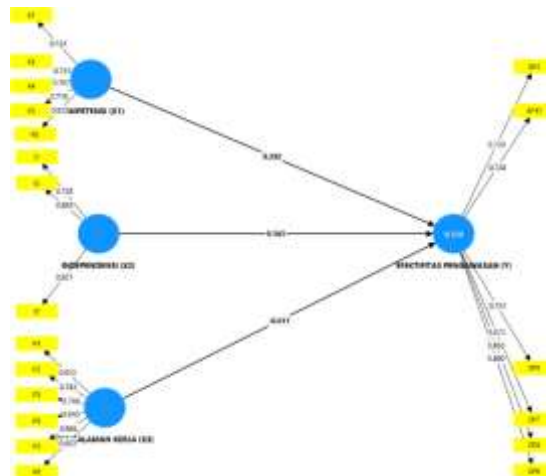


**Figure 1. Path Diagram**

**Table 2. Outer Loading Result**

|  | SUPERVISION EFFECTIVENESS (Y) | INDEPENDENCE (X2) | COMPETENCY (X1) | WORK EXPERIENCE (X3) |
|---|---|---|---|---|
| EP1 | 0.739 |  |  |  |
| EP11 | 0.738 |  |  |  |
| EP5 | 0.732 |  |  |  |
| EP7 | 0.872 |  |  |  |

| EP8 | 0.863 | | | |
|-----|-------|-------|-------|-------|
| EP9 | 0.890 | | | |
| I1 | | 0.724 | | |
| I2 | | 0.863 | | |
| I7 | | 0.821 | | |
| K1 | | | 0.724 | |
| K3 | | | 0.733 | |
| K4 | | | 0.767 | |
| K5 | | | 0.718 | |
| K6 | | | 0.835 | |
| P1 | | | | 0.855 |
| P2 | | | | 0.793 |
| P3 | | | | 0.798 |
| P4 | | | | 0.845 |
| P5 | | | | 0.906 |
| P6 | | | | **0.903** |

Source: Primary Data Processing Results 2024

The results of the modified model displayed in the chart above show that there are no indicators that have a loading factor below 0.70, so the constructs for all variables have not been eliminated from the model, meaning that all indicators have a high level of validity and have met convergent validity. Thus the analysis continues with the Discriminant Validity test.

## 5.2 Discriminant Validity Test

Discriminant validity test is carried out to determine how far the difference in the validity value of a variable is when compared to other variables. In discriminant validity testing, it can be seen using the AVE, Crossloading and latent variable correlation test outputs. The following are the results of the discriminant validity test output:

**Average Variance Extracted Convergent validity test**

One way to measure discriminant validity is to look at the AVE (Average Variance Extracted) value. Where the AVE value must be greater than 0.50, which means that all latent variables have good discriminant validity (Table 3.)**.**

**Table 3. Value Average Exracted (AVE)**

| | **Average variance extracted (AVE)** |
|---|---|
| Effectiveness of Supervision (Y) | 0.654 |
| Independence (X2) | 0.647 |
| Competence (X1) | 0.572 |
| Work Experience (X3) | **0.725** |

Source: Primary Data Processing Results 2024

Based on the table above, it can be seen that the AVE value of each variable in this study is greater than 0.50, this means that all latent variables in this study have good discriminant validity.

**Cross Loading**

The cross loading of each indicator must have a higher loading for each latent variable measured, compared to indicators for other latent variables. The output results can be seen in the table below. The correlation of each indicator to its variable has a higher value than the correlation of the indicator with other variables. So it can be concluded that the indicators on each variable have a good level of discriminant validity.

**Table 5. Discriminant Validity Variable Laten with Cross Loading**

|  | SUPERVISI ON EFFECTIVE NESS (Y) | INDEPEN DENCE (X2) | COMPET ENCY (X1) | WORK EXPERIE NCE (X3) |
|---|---|---|---|---|
| EP1 | 0.739 | 0.557 | 0.462 | 0.466 |
| EP11 | 0.738 | 0.502 | 0.508 | 0.345 |
| EP5 | 0.732 | 0.521 | 0.397 | 0.352 |
| EP7 | 0.872 | 0.652 | 0.576 | 0.652 |
| EP8 | 0.863 | 0.602 | 0.453 | 0.433 |
| EP9 | 0.890 | 0.595 | 0.412 | 0.426 |
| I1 | 0.505 | 0.724 | 0.339 | 0.370 |
| I2 | 0.581 | 0.863 | 0.505 | 0.681 |
| I7 | 0.620 | 0.821 | 0.467 | 0.496 |
| K1 | 0.449 | 0.407 | 0.724 | 0.619 |
| K3 | 0.367 | 0.361 | 0.733 | 0.522 |
| K4 | 0.372 | 0.246 | 0.767 | 0.446 |
| K5 | 0.430 | 0.460 | 0.718 | 0.600 |
| K6 | 0.546 | 0.543 | 0.835 | 0.576 |
| P1 | 0.343 | 0.478 | 0.601 | 0.855 |
| P2 | 0.257 | 0.407 | 0.463 | 0.793 |
| P3 | 0.562 | 0.695 | 0.577 | 0.798 |
| P4 | 0.519 | 0.557 | 0.705 | 0.845 |
| P5 | 0.479 | 0.525 | 0.664 | 0.906 |
| P6 | **0.544** | **0.540** | **0.670** | **0.903** |

Source: Primary Data Processing Results 2024

From the results of cross loading for discriminant validity, we can see that all indicator cross loading values with their variables are greater than cross loading with other variables. So it can be concluded that the indicators on all variables in this study have a good level of discriminant validity.

**Composite Reliability**

Comopiste Realibility is an index that shows the extent to which a measuring device can be trusted or relied upon. The indicator group that measures a variable has good composite reliability if it has a composite reliability ≥ 0.7. The composite reliability results are presented in the table 6., where the composite reliability value in this model shows that for all constructs or latent variables it is above the value of 0,70. Thus it can be concluded that all latent variables have good composite reliability in accordance with the required minimum value limit.

**Table 6. Reliability Value of Each Research Variable**

|  | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| **Effectiveness of Supervision (Y)** | 0.892 | 0.898 | 0.918 | **0.654** |
| **Independence (X2)** | 0.726 | 0.736 | 0.846 | **0.647** |
| **Competence (X1)** | 0.814 | 0.827 | 0.870 | **0.572** |
| **Work Experience (X3)** | **0.925** | **0.944** | **0.940** | **0.725** |

Source: Primary Data Processing Results 2024

**Cronbach Alpha Test**

The first PLS SEM model measurement in the outer model is reflective measurement. The measurement model is assessed using reliability and validity. For reliability, Cronbach's Alpha can be used. This value reflects the reliability of all indicators in the model. The minimum value is 0.7 while the ideal is 0.8 or 0.9 (Table 7.).

**Table 7. Cronbach Alpha Value**

|  | Cronbach's alpha |
|---|---|
| **Effectiveness of Supervision (Y)** | 0.892 |
| **Independence (X2)** | 0.726 |
| **Competence (X1)** | 0.814 |
| **Work Experience (X3)** | **0.925** |

Source: Primary Data Processing Results 2024

In the table above, the model shows the Cronbach alpha value where all constructs are above the value of 0.70. It can be concluded that latent variables that are above 0.70 have good reliability in accordance with the required minimum value limit.

## 5.3 Coefficient of Determination/R-square ($R^2$)

Variant Analysis (R2) or Determination Test is to determine the influence of the independent variable on the dependent variable, the value of the coefficient of determination can be shown in Table 8.

**Table 8. R-Square Value**

| Variabel | R-square | R-square adjusted |
|---|---|---|
| Effectiveness of Supervision (Y) | **0.558** | **0.532** |

Source: Primary Data Processing Results 2024

Based on the R2 value listed in the table above, it can be explained that the security check and terminal facilities are able to explain the variability of the customer satisfaction construct by 0.558 or 55.8%, the R2 value listed in the output above can be explained that the effectiveness of supervision is explained by the competence, independence, and work experience of APIP by 55.8 percent, the remaining 44.2 percent is explained by other variables not examined.

## 5.4 Hypothesis Test

The hypothesis is accepted if the t-statistic is higher than the t-table value or it can also be by comparing the p-value with the α value used. The hypothesis can be accepted if the t-statistic value> t-table (1.674) or p-value <0.05. The hypothesis test carried out is a causality analysis. In PLS, testing of each variable is carried out using the bootstrapping method on the sample. This test aims to minimize the problem of research data abnormalities. The test results with the bootstrapping method of SEM PLS analysis are as follows in figure 2.
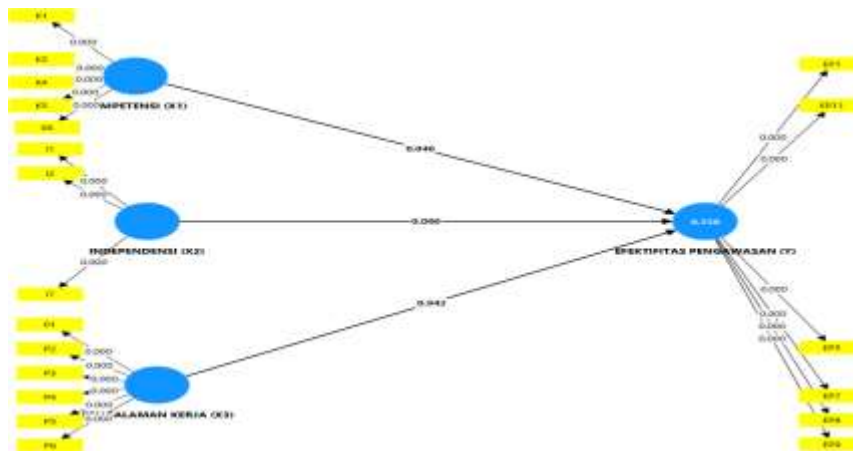
**Figure 2. Final Path Diagram**

To assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between the independent variable and the dependent variable in the Path Coefficient table in the SmartPLS output below (Table 9.).

**Table 9. Path Model Path Coefficient Result**

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (|O/STDEV|) | P values | Ket |
|---|---|---|---|---|---|---|
| independence (X2) -> Supervisory Effectiveness (Y) | 0.563 | 0.559 | 0.146 | 3.854 | 0.000 | **Accepted** |
| Competence (X1) -> Supervisory Effectiveness (Y) | 0.282 | 0.287 | 0.141 | 1.997 | 0.046 | **Accepted** |
| Work Experience (X3) -> Supervisory Effectiveness (Y) | **-0.011** | **-0.008** | **0.149** | **0.072** | **0.943** | Rejected |

Source: Processed Data 2024

The first hypothesis is that APIP Competence (X1) has a significant effect on Supervisory Effectiveness (Y) at the Inspectorate of Payakumbuh City. The test results show that the original sample value (o) of Competence on Supervisory Effectiveness is 0.282, the T statistics is 1.997 which means it is greater than the t table (1.674), and the P values are 0.046 which means it is smaller than 0.05. From the results of this study it can be stated that APIP Competence has a significant effect on Supervisory Effectiveness at the Inspectorate of Payakumbuh City. So that the first hypothesis is accepted. The first hypothesis is that APIP Competence (X1) has a significant effect on Supervisory Effectiveness (Y) at the Inspectorate of Payakumbuh City. The test results show that the original sample value (o) of Competence on Supervisory Effectiveness is 0.282, the T statistics is 1.997 which means it is greater than the t table (1.674), and the P values are 0.046 which means it is smaller than 0.05. From the results of this study it can be stated that APIP Competence has a significant effect on Supervisory Effectiveness at the Inspectorate of Payakumbuh City. So that the first hypothesis is accepted.

The second hypothesis is that APIP Independence (X2) has a significant effect on Supervisory Effectiveness (Y) at the Inspectorate of Payakumbuh City. The test results show that the original sample value (o) of Independence on Supervisory Effectiveness is 0.563, the T statistics is 3, 854 which means it is greater than the t table (1.674), and the P values are 0.000 which means it is smaller than 0.05. From the results of this study it can be stated that APIP Independence has a significant effect on Supervisory Effectiveness at the Inspectorate of Payakumbuh City. So that

the second hypothesis is accepted. The third hypothesis is that APIP Work Experience (X3) has a significant effect on Supervisory Effectiveness (Y) at the Inspectorate of Payakumbuh City. The test results show that the original sample value (o) of Work Experience on Supervisory Effectiveness is -0.011, the T statistics is 0.072 which means it is smaller than the t table (1.674) and the P values are 0.943 which means it is greater than 0.05. From the results of this study it can be stated that APIP Independence has no significant effect on Supervisory Effectiveness at the Inspectorate of Payakumbuh City. So that the third hypothesis is rejected.

## 6. Conclusion

Based on the results of the analysis and discussion in the previous chapter and the studies conducted during the research, the following conclusions can be drawn:

1. Hypothesis testing conducted proves that APIP competence (X1) has a significant effect on supervisory effectiveness (Y) at the Inspectorate of Payakumbuh City. The more APIP competence increases, the better supervisory effectiveness will be. Conversely, the lower the competence of APIP owned, the lower the effectiveness of supervision.

2. Hypothesis testing carried out also proves that APIP independence (X2) has a significant effect on supervisory effectiveness (Y) at the Inspectorate of Payakumbuh City. The more the independence of APIP increases, the better the effectiveness of supervision. Conversely, the lower the independence of APIP owned, the lower the effectiveness of supervision.

3. Conversely, the hypothesis testing carried out also proves that APIP work experience (X3) has no significant effect on supervisory effectiveness (Y) at the Inspectorate of Payakumbuh City.

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