ABSTRAK

Efektivitas supervisi merupakan salah satu faktor penting dalam meningkatkan kualitas pelayanan rumah sakit. *Middle manager* berperan sentral dalam proses supervisi melalui kompetensi yang dimiliki, serta didukung oleh budaya organisasi yang kondusif. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi *middle manager*, yang meliputi aspek pengetahuan, intelektual, sosioemosional, dan interpersonal, serta budaya organisasi terhadap efektivitas supervisi di RSU Bunda Thamrin Medan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain observasional analitik dan metode *cross-sectional*. Sampel berjumlah 300 responden. Instrumen yang digunakan berupa kuesioner tertutup dengan skala *Likert*. Analisis data dilakukan menggunakan uji *chi-square* untuk analisis bivariat dan regresi linear berganda untuk analisis multivariat. Hasilnya terdapat pengaruh signifikan antara kompetensi *middle manager* pada aspek pengetahuan (p=0,000), intelektual (p=0,000), sosioemosional (p=0,000), dan interpersonal (p=0,000), serta budaya organisasi (p=0,000) terhadap efektivitas supervisi. Secara simultan, seluruh variabel independen berpengaruh terhadap efektivitas supervisi (p=0,000). Variabel yang paling dominan adalah kompetensi *middle manager* pada aspek interpersonal. Kesimpulannya kompetensi *middle manager*, khususnya pada aspek interpersonal, serta budaya organisasi yang baik secara signifikan meningkatkan efektivitas supervisi. Diperlukan intervensi manajerial yang fokus pada pengembangan kompetensi interpersonal dan penguatan budaya organisasi untuk mendukung proses supervisi yang optimal di rumah sakit.

Kata kunci: Kompetensi Middle Manager, Budaya Organisasi, Efektivitas Supervisi, Rumah Sakit, Manajemen SDM

ABSTRACT

The effectiveness of supervision is an important factor in improving the quality of hospital services. Middle managers play a central role in the supervision process through their competencies, supported by a conducive organizational culture. This study aims to analyze the influence of middle manager competencies, which include knowledge, intellectual, socio-emotional, and interpersonal aspects, as well as organizational culture, on the effectiveness of supervision at Bunda Thamrin General Hospital, Medan. This study used a quantitative approach with an observational analytical design and cross-sectional method. The sample consisted of 300 respondents. The instrument used was a closed-ended questionnaire with a Likert scale. Data analysis was performed using the chi-square test for bivariate analysis and multiple linear regression for multivariate analysis. The results showed a significant influence between middle manager competency in the knowledge (p=0.000), intellectual (p=0.000), socio-emotional (p=0.000), and interpersonal (p=0.000) aspects, as well as organizational culture (p=0.000) on supervision effectiveness. Simultaneously, all independent variables influenced supervision effectiveness (p=0.000). The most dominant variable was middle manager competency in the interpersonal aspect. In conclusion, middle manager competency, particularly in the interpersonal aspect, along with a positive organizational culture significantly increased supervision effectiveness. Managerial interventions focused on developing interpersonal competency and strengthening organizational culture are needed to support optimal supervision processes in hospitals.

Keywords: *Middle Manager Competence, Organizational Culture, Supervision Effectiveness, Hospital, Human Resource Management*