Performance Measures And Employee Productivity in Indonesian Private Company

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Abstract

The employee productivity is a most important things in a company. To maintain the performance, there are important factors, namely supervision and quality of work. Suboptimal supervision and low quality work of employees will have a less good impact in increasing employee productivity. This study aims to determine the effect of supervision and work quality on employee productivity of Indonesian private company. This study uses quantitative methods in which the population is 331 employees. The number of samples used in this study were 77 respondents through the slovin's formula. Data obtained from the interview process, observation, and distribution of questionnaires to respondents. Data were analyzed using multiple linear regression analysis to answer hypotheses. Based on the results of multiple linear regression analysis results obtained that supervision and work quality variables have a positive and significant effect on employee productivity.

Keywords: Supervision, Work Quality, Employee Productivity
JEL Code: J5 J6 J8

Introduction

An organization both in large and small scale the level of success is not solely determined by the Natural Resources available but much is determined by the quality of Human Resources (HR) who play a role in planning, implementing, and controlling the organization concerned. Every company basically has a hope that in the future it will become a fast growing company in the scope of its business. Human Resources always has an important role in the company. Human Resources referred to in a company is nothing but an employee, because without employees of a company can't achieve the goals to be achieved. The company must have good human resource management which in turn will increase business productivity so that it can maximize profits

to survive in the long run. According to Siagian in Legawati (2014) productivity is "an area of organizational activity that always seems to be one of the long-term goals". This means that if a company wants to grow and develop in an effort to improve work productivity as a system in the organization, including management systems, functional systems and operational systems.

Efforts to increase employee productivity that can be done by the company is by supervision. Supervision is a very important thing to do, even all companies must carry out work supervision in order to achieve the smooth work done. Supervision is "the activities carried out to control the implementation of the tasks or work carried out by someone, so that the work process is in accordance with the desired results"

(Kadarisman, 2014). This supervision is usually carried out by the leadership in an effort to compare what is done in accordance with the specified plan. This is intended so that the implementation of the work can run smoothly so that the company's goals can be achieved. Employees who always get direction or guidance from superiors tend to make fewer mistakes or deviations compared to employees who do not get guidance. So, this is where there needs to be supervision.

The next effort that must be done in increasing productivity is by increasing the quality of work. Improving the quality of work becomes very important and needs to be done in a planned, directed, and sustainable manner in order to improve capability and professionalism. According to Goetsch and Davis in Asis (2014), quality is a dynamic condition related to products, services, people, processes, and the environment that meets expectations or exceeds expectations.

The results of the interview with the Head of HRD (Human Resource Development) stated that the work productivity of Indonesian private company's employees must be increased further, this can be seen from the lack of concentration of employees at work making it vulnerable to making mistakes, using time during ineffective working hours, lack of coordination among employees and the emergence of work boredom, as well as not fulfilling targets for existing work. In addition, there are also employees who arrive late or leave work prematurely.

Based on observations made by researchers, supervision at Indonesian private company has been carried out as it should but is not optimal ; the leader gives delegation of authority to his representatives or subordinates to conduct supervision and direct observation in the field. Activities that have taken place are delivered by representatives in the form of written reports and lias that are reported every day, but there are still many employees who consider the preparation of this daily work report as a mere formality, some employees who commit fraud such as working while playing with a mobile phone (cellphone), chatting with co-workers and some are sleeping in secret and looking for other reasons.

The quality of work at Indonesian private company is very important to note. The problem that often occurs with some employees is a standard discrepancy between the goods produced by employees and established standards and the lack of foresight at work, including the wood to be removed but the employee does not know, then improvements will be made that can slow down a predetermined plan. Incorrect in the selection of raw materials, which should use raw materials from mahogany but employees use meranti wood or vice versa. The error will affect the quality produced.

From the above description, the researcher interested in conducting research to find out Are supervision and quality of work is partially positive and significant effect on employee productivity at Indonesian private company and whether the two variables have an influence simultaneously and then Which of these two variables (supervision and quality of work) which predominantly affects the productivity of employees of Indonesian private company.

Literature Review

Supervision

Supervision has important meaning for every company. Supervision aims to ensure that the results of the work are obtained effectively and efficiently, in accordance with a predetermined plan or standard. Danuriatmaja (2013) stated that supervision is a manager's activity that endeavors to carry out the work in accordance with the planned plan or the desired results. Siagian (2015), supervision is a process of observing the implementation of all organizational activities to ensure that all work that is being carried out goes according to a predetermined plan. According to Effendi (2014), there are several reasons why supervision is needed, namely:

1. Changes in the organizational environment: the emergence of new product innovations and competitors, new raw materials, new government regulations and so on.
2. Increased organizational complexity: many new types of products, they must be monitored.
3. Errors occur: this if supervised before will be detected by the manager before it happens critical.
4. Manager's need: to delegate authority, especially by implementing a manager's supervisory system.

According to Siagian (2015), the supervision process is basically carried out by administration and management by using two kinds of techniques, namely through direct supervision or indirect supervision. Direct control, namely the leadership of the organization conducts its own supervision of the activities being carried out by its subordinates including direct inspection, *On-the-spot observation,* and *On-the-spot report.* Whereas indirect supervision is carried out through reports submitted by subordinates both verbally and in writing.

Work quality

Human resources need to be developed continuously in order to become quality human resources so that the work carried out will produce the desired results. Quality is not only smart, but can meet all the requirements required by the job so that the work can be completed according to plan.

According to Hasibuan in Lestari (2015), indicators of work quality are as follows:

1. Self Potential: Self potential is an ability, a strength, which has not yet been realized, which is owned by someone but has not been fully seen or used to the full.
2. Optimal Work Results: Optimal work results must be owned by an employee, employees must be able to provide the best work results, one of which can be seen from organizational productivity, work quality and work quantity.

3. Work Process: The work process is an important stage where employees carry out their duties and roles in an organization through this work process employee performance can be seen from the ability to make work plans, be creative in carrying out work, evaluate work actions, and take corrective actions.
4. Enthusiasm, is an attitude in which an employee is concerned about his work related to the implementation of services, namely attendance, execution of tasks, work motivation, work commitment. Employees who have enthusiasm will always improve their performance in carrying out all their duties and responsibilities, this is always grown in the soul of employees in an effort to improve the quality of performance.

Employee Productivity

According to Hartatik (2014), work productivity is the ability to produce goods and services from various resources or production factors that are used to improve the quality and quantity of work produced in a company. Meanwhile, according to Yuniarsih in Prasetya (2015) Work productivity can be interpreted as a concrete result (product) produced by individuals or groups, during certain units of time in a work process.

Nurjaman (2014), Factors that influence productivity are as follows:

1. Ability, is a skill that is owned based on knowledge, a pleasant work environment will increase the ability of the workforce.
2. Attitude, something that concerns the workforce temperament that is mostly associated with morale and work spirit.
3. Wages, minimum wages or salaries that are not in accordance with government regulations can cause a decrease in work productivity.
4. Work agreement, is a tool that guarantees the rights and obligations of employees. There should be elements of increasing work productivity.

5. Application of technology, technological advances greatly affect productivity. Therefore, the application of technology must be oriented towards maintaining productivity.

According to Murnawantika (2014: 618), indicators of work productivity include: quality of work, quantity of work, punctuality, morale, and work discipline.

Framework

Figure 1. Research Framework
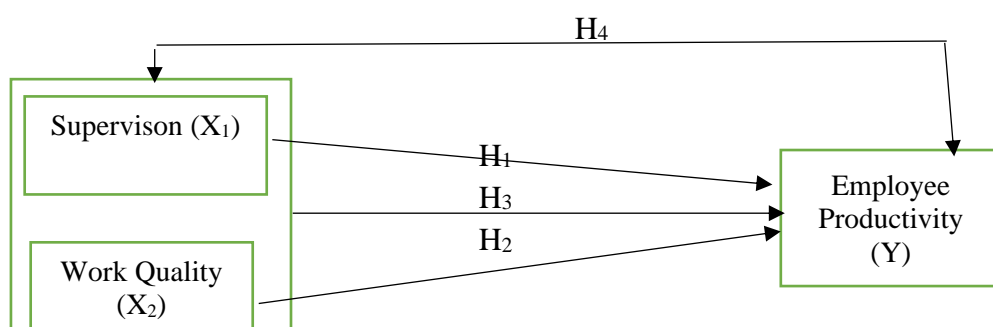
Hypothesis

H1 = Supervision has a positive and significant effect on employee productivity at Indonesian private company.
H2 = The work quality has a positive and significant effect on employee productivity at Indonesian private company.
H3 = Supervision and work quality have a positive and significant effect on employee productivity at Indonesian private company

Method

Object of research
The object of this research is PT. Panca Wana Indonesia. The company is a raw material processing company in the manufacture of export furniture.

Types of research
This type of research used in writing this thesis is the use of quantitative research methods.

Population and Sample
The population in this study were all employees of Indonesian private company with 331

employees. Samples conducted in this study amounted to 77 people with calculations using the Slovin formula.

Data source
Primary data in this study are data obtained from questionnaires distributed and filled out by respondents who contain questions to employees at Indonesian private company. While secondary data comes from organizational archives, literature studies, previous research, literature and journals related to the problem under study.

Data collection technique
The data collection techniques used in this study are: questionnaire, interview, and observation.

Data analysis method
Data analysis and processing will be carried out by multiple linear regression with the previous validity test, reliability test, classic assumption test, coefficient of determination test and hypothesis test.

Discussion

Validity Test

Validity Test of Control Variables (X1)

Based on the results of the data processing, the validity test of the monitoring variable can be seen in the following table.

Table 1. Validity Test Results of Supervision (X1)

Statement Items	r count	r table	Information
$X_{1.1.1}$	0.723	0.1888	Valid
$X_{1.1.2}$	0.793	0.1888	Valid
$X_{1.2.1}$	0.817	0.1888	Valid
$X_{1.2.2}$	0.823	0.1888	Valid
$X_{1.3.1}$	0.669	0.1888	Valid
$X_{1.3.2}$	0.670	0.1888	Valid
$X_{1.4.1}$	0.715	0.1888	Valid
$X_{1.4.2}$	0.749	0.1888	Valid

The tabulated results of each statement item have a calculated r-value greater than r-table. Thus based on the validity test shows that of all items of the statement on the control variable is declared valid and can be used as research instruments.

Validity Test of Work Quality (X2)

Based on the results of data processing, the test of the validity of the variable work quality is seen in the following table.

Table 2. Validity Test Results of Work Quality (X2)

Statement Items	r count	r table	Information
$X_{2.1.1}$	0.791	0.1888	Valid
$X_{2.1.2}$	0.771	0.1888	Valid
$X_{2.2.1}$	0.856	0.1888	Valid
$X_{2.2.2}$	0.808	0.1888	Valid
$X_{2.3.1}$	0.827	0.1888	Valid
$X_{2.3.2}$	0.788	0.1888	Valid
$X_{2.4.1}$	0.857	0.1888	Valid
$X_{2.4.2}$	0.797	0.1888	Valid

The tabulated correlation value of each statement item has a calculated value greater than r table. Thus based on the validity test shows that of

all items of the statement on the variable work quality is declared valid and can be used as research instruments.

Validity Test of Employee Productivity (Y)

Based on the results of data processing, the test of the validity of the variable work quality is seen in the following table.

Table 3. Validity Test Results of Employee Productivity (Y)

Statement Items	r count	r table	Information
$Y_{1.1.1}$	0.757	0.1888	Valid
$Y_{1.1.2}$	0.818	0.1888	Valid
$Y_{1.2.1}$	0.843	0.1888	Valid
$Y_{1.2.2}$	0.810	0.1888	Valid

Correlation value of each statement item has a calculated value greater than r table. Thus based on the validity test shows that of all items on the statement of employee productivity variables are declared valid and can be used as research instruments.

Reliability Test

The reliability test results of the variables studied can be seen in the following table for the calculation of the reliability test.

Table 4. Reliability Test Results

Variable	Cronbanch's Alpha	Criteria	Information
Supervision (X $_1$	0.886	0.6	Reliable
Quality of Work (X $_2$)	0.926	0.6	Reliable
Employee Productivity (Y)	0.822	0.6	Reliable

Cronbanch Alpha value of the supervisory variable (X1), work quality variable (X2) and employee productivity variable (Y) results are greater than 0.6. Thus it can be concluded that the statement of the questionnaire has been reliable which means this questionnaire can be used in research.

Classical assumption test

Figure 2. Normality Test Results
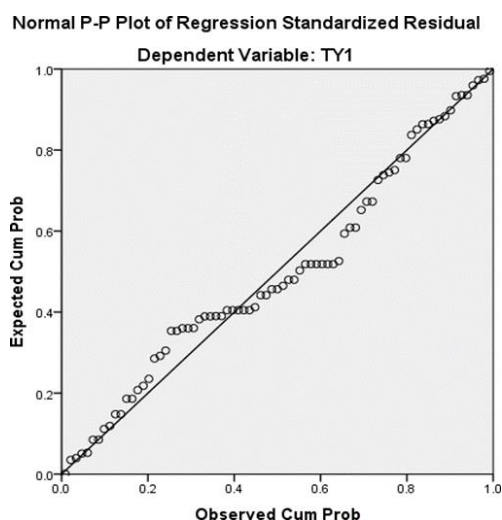
The normality test results show that the spread of data (points) on the diagonal axis of the graph does not spread far from the diagonal line or follow the direction of the diagonal line, then the regression model meets the normality assumption.

Multicollinearity Test

Table 5. Multicollinearity Test Results

	Variable	*Tolerance*	**VIF**
Regression Equation	Supervision (X$_1$)	0.490	2.043
	Quality of Work (X$_2$)	0.490	2.043

From the above table it can be seen that the TOL (Tolerance) of the control variable (X1) tolerance value is 0.490 and the work quality variable (X2) tolerance value is 0.490. There is no tolerance value less than 0.01 and variance inflation factor (VIF) of more than 10. Thus, it can be concluded that there is no Multicollinearity between independent variables in the regression model or there is no Multicollinearity problem between the in dependent variables in the regression

Heteroscedasticity Test

Figure 3. Heteroscedasticity Test Results
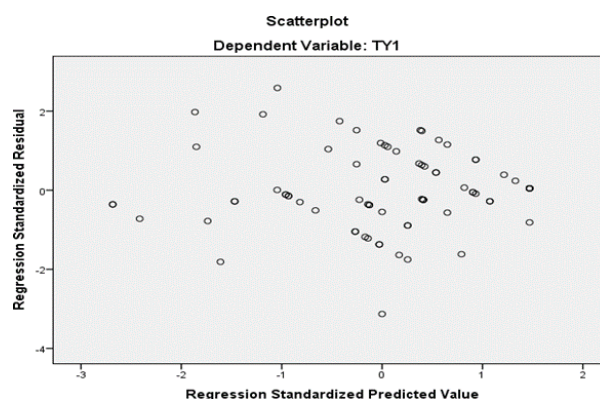
Heteroscedasticity test results above, it appears that scatterplot does not form a specific pattern and the point of spread above and below the number 0 on the Y axis. Thus it can be said that the results of the above mentioned tests do not occur heteroscedasticity

Determination Coefficient Test

Table 6. Coefficient of determination R and R^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 [a]	.653	644	1.1614

Based on the above table the regression calculation results obtained R = 0.808 or 80.8% means that there is a positive and strong relationship between the variables of supervision and work quality on employee productivity of Indonesian private company, the remaining 19.2% is influenced by other factors. Furthermore it is known that the adjusted R square obtained by 0.644 means that 64.4% of Indonesian private company's employee productivity can provide changes or can be explained by the independent variables consisting of supervision and work quality while the remaining 35.6% is influenced by other variables that are not examined in this study.

t test (partial)

Table 7. t-Test Results

Item	t count	t table	Sig
Supervision (X$_1$)	4.463	1.29294	0.000
Quality of Work (X$_2$)	4.460	1.29294	0.000

Supervision (X1):

H0: b1 = 0, Supervision (X1) is not positive and significant impact on employee productivity.
H1: b1 > 0, Supervision (X1) positive and significant impact on employee productivity.

From the results of t test analysis for the monitoring variable (X1) the effect on employee productivity results show that t-count (4.460) > t-table (1.29294) then H0 is rejected and H1 is accepted. Thus it can be stated that the supervision variable (X1) has a positive and significant effect on the productivity of Indonesian private company's employees. Judging from the significance level of 0.000<0.1. Thus, the first hypothesis can be accepted or proven true.

Work Quality (X2):

H0: b2 = 0, K Quality of work (X2) is not positive and significant impact on employee productivity.
H1: b2 > 0, K Quality of work (X2) positive and significant impact on employee productivity.
From the results of t-test analysis for the variable of work quality (X2) the effect on employee productivity results showed that t-count (4.463) > t-table (1.29294). then H0 is rejected and H1 is accepted. Thus it can be stated that the variable quality of work (X2) positive and significant impact on employee productivity Indonesian private company. Judging from the significance level of 0.000< 0.1. Thus, the second hypothesis can be accepted or proven true.

F-Test (Simultaneous)

Table 8. Calculation Results of Test F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188,005	2	94,002	69,692	.000 b
	Residual	99,813	74	1,349		
	Total	287,818	76			

H$_0$: β$_1$ = β$_2$ = 0, together the independent variables (supervision and work quality) affect the dependent variable (employee productivity).

H$_1$: β$_1$ < β$_2$ < 0, together the independent variables (supervision and work quality) affect the dependent variable (employee productivity).

From the results of the analysis of the F test to determine the effect of the independent variables (supervision and work quality) on the dependent variable (employee productivity) together it is obtained that F-count = (69,692) > F-table (2.38). Then H0 is rejected and H1 is accepted. Thus it can be stated that together the independent variables (supervision and work quality) affect the dependent variable (employee productivity). Thus the hypothesis can be accepted or proven true.

Variables that Have Dominant Influence
Determination of variables that have dominant influence is to see the beta value that has the highest value. The following are the results of the calculation of beta values on all research variables.

Table 9. Beta Coefficient Values

Variable	Beta
Supervision (X$_1$)	437
Quality of Work (X$_2$)	436

Based on the table above shows that the highest beta value is the Control variable of 0.437. Thus, the

Supervision Variable is the dominant variable and the fourth hypothesis in this study is proven true.

Multiple Linear Regression Analysis

Table 10. Results of Regression Analysis of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,442	.969		2,519	.014
1 TX1	.222	.50	.437	4,463	.000
TX2	.200	.045	.436	4,460	.000

Based on the calculation figures in table, the resulting regression equation is:

$$Y = 2.442 + 0.222\,X1 + 0.200\,X2 + e$$

Which:
2.442   : Constants
0.222 and 0.200 : Coefficient/ Slope
X_1 : Supervision
X_2 : Quality of Work
Y   :   Employee Productivity
e   : Error Rate

Based on the regression equation above, it can be described as air- join:

1. The constant value indicates a value of 2.442, meaning that if the value of the independent variable consisting of supervision and quality of work is 0, then the dependent variable, namely the productivity of Indonesian private company's employees, remains at 2.442 assuming the other variables are absent or cateris paribus.

2. The surveillance variable has a positive value, with a coefficient or slope value of 0.222. This means that the relationship between supervisory variables and employee productivity has a linear relationship or directly proportional, meaning that if the supervision variable has increased by 1 unit, with the other independent variables being constant, the dependent variable, namely

the productivity of the employees of Indonesian private company, has increased by 0.222 unit. Conversely, if the monitoring variable decreases, the employee productivity variable decreases by the coefficient value with the assumption that the other variables do not change (fixed).

3. Work quality variable has a positive value, with a coefficient or slope value of 0.200. This means that the relationship between work quality and employee productivity has a linear or directly proportional relationship. This means that if the variable quality of work has increased by 1 unit, provided that the other independent variables are constant, then the dependent variable is the productivity of Indonesian private company's employees has increased by 0.222. Conversely, if the variable quality of work decreases the employee productivity variable decreases by the coefficient value with the assumption that the other variables do not change (fixed).

Discussion

Based on research by distributing questionnaires to 77 respondents, resulting in a recapitulation of questionnaire data for monitoring variables with the answers given by respondents including answers with a score of 4 and 3, meaning that all employees of Indonesian private company agreed with the supervision. The variable of work quality of respondents also answered agree, it can be proven by scores 4 and 3 obtained from the data recapitulation of questionnaire data. This means that all employees want the company to pay more attention to matters relating to work quality. The next discussion will look at partially and simultaneously each variable (supervision and work quality) on employee productivity.

Effect of Supervision (X1) on Employee Productivity (Y)

Based on the results of hypothesis testing it is known that supervision (X1) has a positive and significant effect on employee productivity (Y). This proves that the supervision by the

leadership and staff will greatly affect the level of employee productivity. One of the tasks of a company leader is to improve and ensure that the company being led can run well effectively and efficiently. A leader must always supervise employees in the work in order to avoid the mistakes that are not desirable Wildan (2020). The success of a leader in supervising his employees will have an impact on both the company and the employees themselves. leaders do not have to supervise the implementation of activities themselves but can be done by the head of each section to be subsequently reported and followed up by the leadership. The existence of this is to find and minimize the existing deviations. Supervision is very important in achieving the success of the company itself and for employees. Because if employees work there is effective supervision from the manager, morale will emerge and employees will work diligently, discipline, well and responsibly so that work productivity will increase by itself. This is consistent with the results of previous studies conducted by Marpaung, R. (2013) shows that supervision has a positive and significant effect on employee productivity. The same research results conducted by Yuliani, W. (2011) showed that supervision had a positive and significant effect on employee productivity.

Effect of Work Quality (X2) on Employee Productivity (Y)

Based on the results of hypothesis testing it is known that work quality (X2) has a positive and significant effect on employee productivity (Y). Work quality is very influential on employee productivity, because every organization or company always wants to develop and progress in achieving its goals. The quality of work in question is where during the process of work activities, an employee is able to show the quality of its human resources by giving maximum contribution to the company, for example accuracy, seriousness, skill and responsiveness in working because employees are needed to maximize the results obtained. This

means that if the quality of work is good, employee productivity will be good too and vice versa. Therefore, the improvement needs to be handled in an integrated manner in order to realize high quality work. The results of this study are consistent with those conducted by Tilaar, N. et al. (2017) shows that the quality of work life is a positive and significant effect on employee productivity. The same results were also obtained from a study conducted by Elvina (2017) namely that the quality of work had a positive and significant effect on employee productivity.

Effect of Supervision (X1) and Work Quality (X2) on Employee Productivity (Y)

The results of hypothesis testing have proven that there is a positive and significant influence of monitoring variables (X1) and work quality (X2) on employee productivity variables (Y) through the results of calculations that have been done. Based on the test results statistically it is clear that partially (individually) all independent variables influence the dependent variable. The influence of these two independent variables is significant, meaning that the better the supervision and the quality of work, the better the productivity of employees produced. These results are consistent with the hypothesis carried out in this study.

Conclusion

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

1. Supervision has a positive and significant effect on the Employee Productivity of Indonesian private company.
2. Work Quality has a positive and significant effect on the Employee Productivity of Indonesian private company.
3. Together or simultaneously the Supervision and Quality of Work significantly influence the Productivity of Indonesian private company Employees.

4. Judging from the two variables of Supervision and Quality of Work, the highest beta value is the Supervision variable of 0.437. Thus Supervision that has a dominant influence on the Productivity of Indonesian private company's Employees.

Suggestion

Based on the conclusions that have been stated, recommendations can be given in the form of suggestions, so that later it will be taken into consideration for companies. The recommended recommendations are as follows:

1. For the leaders of Indonesian private company, it is expected to conduct supervision based on the stipulated regulations, so that it is more directed and planned.
2. Leaders should correct various deviations or mistakes that exist to make it easier later so that no similar mistakes occur.
3. It is hoped that the employees of Indonesian private company will continue to work better than before without supervision.
4. The employees of Indonesian private company should always be serious and conscientious in doing every work given so that the results obtained are more optimal.
5. Employees should always improve the quality of completing every job that is given so that the work achieved will be more satisfying according to work standards.
6. Employees are required to be able to complete tasks within the allotted time so that the work can be completed properly.
7. Based on the results of research shows that together supervision and work quality have a significant effect on employee productivity, of course this can continue to be improved and maintained.
8. Based on the results of the study note that supervision is a variable that has a dominant influence on employee productivity, meaning that supervision is one of the things that is very

important for employee productivity, it should be for leaders to continue to improve supervision and maintain it continuously by not forgetting other variables that are equally important.

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