

Analysis of The Influence of Supervision, Work Skills, and Salary On Employee Performance in PT. Persada Indonesia Workshop in Sukabumi District

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Abstract

The purpose of this study was to determine the effect of supervision, work skills, and salary simultaneously and partially have a significant effect on employee performance at PT. Persada Indonesia in Sukabumi Regency and analyze the dominant influence among the variables of supervision, work skills, and salary which have a dominant effect on employee performance in PT. Persada Indonesia in Sukabumi Regency. This type of research is quantitative research based on hypothesis testing. The population and sample of this research are all employees of PT. Persada Indonesia who have worked for more than 2 years are 99 employees with a sample of 99 people. Methods of data analysis using multiple linear regression. The results of this study indicate that supervision has no significant effect on employee performance. Work skills have had a significant influence on employee performance. Investment has had a significant influence on employee performance at PT. Persada Indonesia in Sukabumi Regency.

Keywords:Salary, Work Skills, Performance, Employees and Supervision.

INTRODUCTION

Human Resources is one of the important elements determining the success of the company because Human Resources with all the potential they have are expected to make a meaningful contribution to the company. Quality Human Resources cannot be separated from employees in carrying out their work. Employees are a major part of human resource management, because employees are company assets.

Improving employee performance will encourage overall performance improvement and other factors that influence performance such as supervision, work skills and salary which will be interrelated with each other in encouraging performance improvement. Performance is a measure of the extent to which company activities are able to achieve the quantity and quality targets set by the company (Sule and Saefullah 2017). Performance improvement is heavily influenced by motivation, work skills, job skills, salary and salary, supervision, environment and human resource planning (Ravianto, 2013).

Work supervision is the main management function that must be carried out in a company or government organization, besides that supervision is carried out to find out and ensure whether there are deviations that occur in a job in order to achieve company goals that have been set (Handoko, 2018). Herdino & Andri, (2014) found that supervision has an effect on performance. Jimoh, Oyewobi, Suleiman, & Isa, (2017) found that there was a statistically significant difference between the performance of workers with professional and unprofessional supervision. Tetteh, Mohammed, & Azumah, (2012) explained that workers are

properly supervised and paid well to improve performance. Rulandari, (2017) found that effective monitoring will improve performance. Situmeang, (2017) also found that supervision has an effect on performance. Hannang, Snow, & Qamaruddin, (2020) found that supervision has an effect on performance. Meanwhile, Zhao, (2018) found that supervision has no effect on employee performance.

In addition, work skills factors can support employee performance. Work skills are abilities skill employee support capabilities employee in completing work. Syahdan, (2017) found that there is a significant positive relationship between work skills and performance. This is reinforced (Khoirul Ulum, Suyadi, and Hartanto 2018) which states that work skills have a significant effect on employee performance.

According to (Asad 2014), actual salary and wages are only slightly different, salary is the amount of money received and is certain and the time is always right, for example at the beginning of each month, an employee will receive an amount of money called salary, while wages is the amount of money he receives. not always the same or certain and the time is not always right. The higher the salary, the higher the performance. Hamonangan, Lubis, & Rahman, (2015) showed that skills and salaries affect employee performance. Basri, Karim, Ismail, & Sulaiman, (2018) and Purwati and Kurniawan (2018) found that an increase in real wages can drive labor performance in parallel. Onyancha, Elijah, & Muturi, (2014) found that the salary provided by the company can increase performance. Lee et al., (2017) found that salary has an effect on performance. Meanwhile, Haerudin & Sodikin, (2017) found that salary has no effect on performance. Gunawan & Amalia, (2015) also found that salary has a significant negative effect on salary employee performance.

This research was conducted at the company CV Teguh Harapan. As a company engaged in the field supplier, workshop, lathe, welding, iron construction, engineering services and general trading. Therefore, considering the importance of the growth of this industry, good performance is needed. That is because there are several phenomena related to supervision, work skills and salaries on employee performance. Performance in determining the success of the company is also very necessary, including the company CV Teguh Harapan.

CV Teguh Harapan is currently using machines that support the company's work, meaning that these machines use high technology and require certain skills. Employee in operating it, so that the company's activities become more effective and efficient. Employee performance that is not optimal is also due to the supervision carried out by superiors who are still experiencing problems. Based on the phenomena above, the authors suspect that the low level of employee skills at PT. Persada Indonesia is caused because it has not maximum enforcement of work skills from superiors to employees who do not have these work skills.

Based on the description that has been explained, the researcher is interested in measuring performance from the supervision side, the work skills side and the salary side. Moreover, the company CV Teguh Harapan, which already uses advanced technology machines, requires high skills or abilities. While salary is the variable studied because salary policies are always changing. Sometimes salary is the company's benchmark in providing feedback for employees so that it becomes a motivation to improve their performance. There

are supervisory variables, work skills and salary, so this research is conducting research that will later be related to employee performance.

RESEARCH METHODS

This type of research is quantitative research based on the hypothesis (hypothesis testing) indicating cause and effect. This research is explanatory research because it explains the causal relationship (cause and effect) between variables by testing the hypothesis to be tested. In addition, it includes a confirmatory approach because it explains the causal relationship.

The population in this study is the total number of employees in the CV Teguh Harapan company who have worked for more than 1 year, namely 99 employees. So the researchers conducted a survey distributing questionnaires to all employees. This study used a total sampling technique that used a total population of 99 people. This method is carried out if members of the population are considered homogeneous and have a total population of ≤ 99 . If the total population is ≤ 99 , the sample is taken as a whole.

The primary data used in this research is data obtained directly from the respondents which includes data about the employees of CV Teguh Harapan. This secondary data is obtained from third parties such as company profiles, company developments and others. The research instrument is a tool used by researchers in collecting data to make work easier and the results better, by using a questionnaire.

RESEARCH VARIABLE MEASUREMENT

With a Likert scale, the variables to be measured are translated into variable indicators, then these indicators are used as a starting point for compiling instrument items which can be in the form of questions or statements. For the purposes of quantitative analysis, the answers can be scored for each item, as follows:

For assessment:

1. Strongly agree (ST): given a score of 5
2. Agree (S): given a score of 4
3. Simply agree (CS): given a score of 3
4. Disagree (TS): given a score of 2
5. Strongly Disagree (STS): given a score of 1

ANALYSIS METHOD

What is used in this research is regression linear multiple, several steps taken before the calculation process are:

Data Instrument Test

The instrument test was carried out on research questionnaire items which were carried out by testing the validity and reliability as follows:

Validity test

Validity shows the validity test is done by calculating the correlation between each item score statement (X) with a total score (Y) using the correlation technique formula Product Moment whose formula is as follows:

$$r_{xy} = \frac{N(\sum XY) - (\sum X) - (\sum Y)}{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]} \dots\dots (1)$$

Where r_{xy} = Correlation coefficient

Product Moment

N = Number of samples

X = Item score

AND = Shoes total

Calculation of the validity of a question item is done by comparing the item correlation coefficient numbers with table numbers.

Reliability Test

The reliability test explains that an instrument is quite reliable or reliable. An instrument is reliable or reliable if the instrument that describes the data is trusted. Reliability test is done by Alpha Cronbach's, where reliable if value > 0.06) with the formula:

$$\alpha = \frac{(\sum \sigma^2_{i}) + r}{1 - (\sum \sigma^2_{i}) + r} \dots\dots (2)$$

Where:

α = alpha

K = the number of items on the scale

Cov = mean covariance between items

Var = mean variance of the items

After assessing alpha, then compare this value with the critical number of reliability. The instruments used in the variables are known to be reliable (reliable) when possessing Cronbach Alpha $> 0,60$.

Multiple linear regression

This analysis is to determine the direction of the relationship between the independent variables and the dependent variable whether each independent variable is positively or negatively related, to predict the value of the dependent variable if the value of the independent variable increases or decreases. The general model of multiple regression is explained in the equation.

$$DTA = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots (3)$$

Where:

α = constant

$\beta_1, \beta_2, \beta_3$, = regression coefficient

X_1 = Supervision

X_2 = work skills

X_3 = salary

e = error

Hypothesis Test

Stages of testing in the hypothesis

that is;

1. Correlation Coefficient (R) and Coefficient of Determination (R²). The correlation coefficient (R) to explain the relationship between variables where the coefficient of determination (R²) is sizegoodness of fit which explains the linear regression according to the observational data. The value of the coefficient of determination (R²) where $0 \leq R^2 \leq 1$, formulated as follows: The sampling technique is the technique used to take samples in order to guarantee their representation of the population. Sampling was carried out using a non-probability sampling method, namely a sampling technique that does not provide equal opportunities for each element. While the sampling technique uses accidental sampling/incidental sampling, which is a technique of determining a sample based on chance, that is, anyone who happens to meet the researcher and can be used as a sample if that person is the right person to be used as a data source.

$$R^2 = \frac{b_1 \sum x_1 y + b_2 \sum x_2 y \dots}{\sum y^2} \dots (4)$$

2. Testing Techniques with t Test (partial test / separately). To test the independent variables individually against the dependent with a 95% confidence level with stages (Widarjono 2005):

- a) Hypothesis testing

$$H_0 : \beta_1 \geq 0$$

$$H_a : \beta_1 < 0$$

- b) Calculating the statistical value of t (t count) i with the following formula:

$$t = \frac{\hat{\beta}_1 - \beta_1}{\text{se}(\hat{\beta}_1)}$$

- Where β_1 is mark on null hypothesis.
- c) Comparison of the calculated t value with the critical t. By criteria:
- 1) If Sig > 0.05, then H_a is rejected or accepts H_o , meaning the independent variable has no effect on the dependent.
 - 2) If the level < 0.05, then H_o is rejected or H_a is accepted, meaning the independent variable influential against dependent.

RESULTS AND DISCUSSION

The description of the respondent consists of gender, age of the respondent, level of education and years of service as described below.

Gender

PT employees Persada Indonesia is not limited by the aspect of gender, while data regarding the characteristics of respondents according to gender can be seen in Table 1:

Table 1 Distribution by Gender

No	Gender	Number of (people)	Percentage %,
1	Male	91	91,0
2	Female	9	9,0
	Amount	100	100

Source: Data analysis, 2020

Table 1 shows that the characteristics of respondents based on gender were dominated by men, namely 91%, while female respondents only amounted to 9%. This shows that employees are generally male according to the field of work that requires it technical skills because CV Teguh Harapan is moving in the field of construction, workshops.

Education

Level education respondents are described in Table 2:

Table 2 Distribution by Education Level

No	Level of education	Number of (people)	Percentage %,
1	SMA/SMK	73	73,0
2	Diploma D1/D3	21	21,0
3	Masters Strata 1/Strata 2	6	6,0
	Amount	100	100

Source: Data analysis, 2020

Table 2 describes the characteristics of respondents based on educational level dominated by high school education level as many as 73 people or 73%. Diploma education D1/D3 is equal to 21 people or 21% while the level of education S1/S2 is 6 or 6%.

Working Time

Work time is a time of devotion employee to the company, based on the respondent's length of service, the following results are obtained:

Table 3 Distribution Based on Working Period

No	Working Time	Amount (People)	Percentage %,
1	0-5 Years	56	56,0
2	5-10 Years	26	26,0
3	>10 Years	18	18,0
	Amount	100	100

Source: Data analysis, 2020

Table 3 explains that based on the length of work the respondents have worked 0-5 years by 56 people or 56%, worked for 5-10 years by 26 people or 26% and at least worked > 10 years by 18 people or 18%. This shows that the employees of PT. Persada Indonesia in general are young and new employees working because they are at the production levelturn overher tall. While the working period of employees between 5-10 years is 26 people or 26% and working time >10 years as many as 18 people or 18% of the majority executor and management divisionmiddle and top who has long served in CV. Harapan Teguh.

Respondent Age

Based on the age of the respondents, the following results were obtained:

Table 4 Distribution by Age

No	Age	Amount (People)	Percentage %,
1	< 25 Years	25	25,0
2	25-30	45	45,0
3	31-35	15	15,0
4	36-40	15	15,0
	Amount	100	100

Source: Data analysis, 2020

Table 4 shows that the characteristics of respondents based on employee age are dominated by ages 25-30 years, namely 45 people or 45%, while respondents aged <25 years are 25 people or 25%. Employee with 31-35 years of 15 people or 15% and at least employees aged 36-40 years as many as 15 people or 25%. This shows that employees of PT. Persada Indonesia has a productive and young age category which is very suitable in the construction production section that requires young workers.

Validity Test Data Instrument Test Results

The results of the validity test are explained inTable 5:

Table 5 Data Validity Test Results

No	Variable	r Count	Information	No	Variable	r Count	Information
	Supervision (X1)				Work skills (X2)		
1	X11	0,487	Valid	1	X21	0,366	Valid

2	X12	0,495	Valid	2	X22	0,229	Valid
3	X13	0,595	Valid	3	X23	0,459	Valid
4	X14	0,576	Valid	4	X24	0,488	Valid
5	X15	0,459	Valid	5	X25	0,234	Valid
6	X16	0,320	Valid	6	X26	0,488	Valid
7	X17	0,518	Valid	7	X27	0,407	Valid
8	X18	0,345	Valid	8	X28	0,302	Valid
9	X19	0,229	Valid	9	X29	0,419	Valid
10	X110	0,473	Valid	10	X210	0,365	Valid
1	X31	0,512	Valid	1	Y1	0,596	Valid
2	X32	0,313	Valid	2	Y2	0,614	Valid
3	X33	0,240	Valid	3	Y3	0,317	Valid
4	X34	0,458	Valid	4	Y4	0,413	Valid
5	X35	0,488	Valid	5	Y5	0,204	Valid
6	X36	0,240	Valid	6	Y6	0,462	Valid
7	X37	0,467	Valid	7	Y7	0,565	Valid
8	X38	0,334	Valid	8	Y8	0,501	Valid
9	X39	0,607	Valid	9	Y9	0,407	Valid
10	X310	0,356*	Valid	10	Y10	0,467	Valid

Source: Data analysis, 2020

Based on the calculation results, the value of r count $>$ r table or the significance of r count $<$ 0.05. Thus each question item in the questionnaire has internal consistency and is declared valid.

Reliability Test

The results of the reliability test are shown in Table 6:

Table 6 Reliability of Research Instruments

No	Variable	Reliability	Value α	Information
1	Supervision (X1)	0,60	0,644	Reliabel
2	Work Skills (X2)	0,60	0,628	Reliabel
3	Wages (Z)	0,60	0,630	Reliabel
4	Performance (Y)	0,60	0,686	Reliabel

Source: Data analysis, 2020

Based on Table 6 it can be seen that all values of α are greater than the critical number of reliability, so that all questions in one reliable variable and can used for further research.

Data Analysis

Data Normality Test

Resultstest normality data shown Table 7:

Table 7 Test Normality Data with Kolmogorov-Smirnov

Variable	K-S Z*	Significance	Information
Supervision (X1)	0,995	0,275	Normal Distribution
Work Skills (X2)	1,399	0,052	Normal Distribution

Wages (Z)	1,155	0,138	Normal Distribution
Employee Performance (Y)	1,380	0,144	Normal Distribution

Source: Data analysis, 2020

Information: *K-S Z: Kolmogorov-Smirnov test

Table 7 shows that the variable supervision (X1), work skills (X2), salary (Z) and employee performance (Y) is normally distributed, the results of the calculations appear Kolmogorov Smirnov Test has shown a normal distribution of all variables (significance value > 0.05).

Multiple Linear Regression Test

The results of Multiple Linear Regression analysis and hypothesis testing are described in Table 8:

Table 8 Regression Coefficient Values and Hypothesis Testing

Hypothesis	Variable Free	Variable Bound	Unstandardized Coefficients	t- count	ρ- value
	constant		15,655	-	-
1	Supervision (X1)	Performance (Y)	0,117	0,892	0,375
2	Work Skills (X2)	Performance (Y)	0,463	2,284	0,025
3	Wages (Z)	Performance (Y)	0,329	4,435	0,000

Source: Data analysis, 2020

Description: = Significant at $\alpha = 5\%$. Based on the regression coefficient, the following path equation can be explained:

$$Y = 15,655 + 0,117X_1 + 0,463X_2 + 0,329Z + \epsilon$$

Based on these equations, it can be interpreted as follows:

1. A constant of 15.655 means that if the variables of supervision and work skills are constant, the performance is 15.655.
2. The coefficient of 0.117 is intercept from X1 that is supervision means that if the supervisory variable experiences an increase in one score, the performance increases by 0.117.
3. The coefficient of 0.463 is intercept from X2 i.e. work skills means that if the work skills variable increases by one score, the performance increases by 0.463.
4. The coefficient is 0.329 intercept from X3 i.e. salary means that if the work skills variable increases by one score, the performance increases by 0.463.

The results of this analysis are described in the regression model shown in Figure 1:



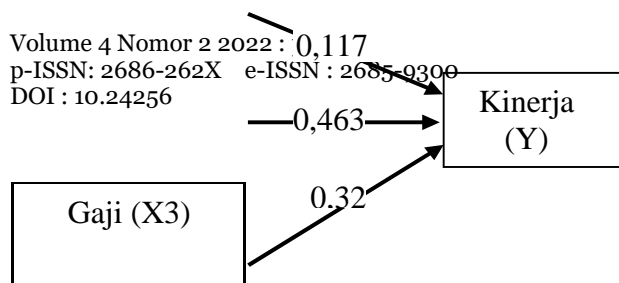


Figure 1 Regression Model

Coefficient Correlation and Coefficient of Determination

Results calculation coefficient correlation and coefficient of determination are as follows:

Table 9 Correlation Coefficient and Determination Coefficient

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1		,750 ^a	,562	,577	,815

Source: Data analysis, 2020

The correlation coefficient (R) of 0.750 indicates that the regression equation model for calculating supervision, work skills and salary has a high relationship to performance. While the correlation coefficient (R) of 0.750 indicates that the regression equation model for calculating supervision, work skills and salary has a high relationship to performance.

Adjusted R2 (R square) of 0.577 means that any change in the value of the variable of supervision calculation, work skills and salary can explain or influence change in salary of 57.7%. While the rest (99% - 57.7%), namely 42.3%, is explained by other factors, meaning that there are still many other factors that can affect the performance of employees at PT. Persada Indonesia in Sukabumi Regency.

Hypothesis Testing Results Test t

The results of hypothesis testing in Table 8. The results of hypothesis testing are explained as follows:

1. Hypothesis one (H1): The control factor (X1) has a positive influence on performance (Z). Testing the first hypothesis seen from the beta coefficient (β) of 0.117 with a value-p-value 0.375. Hypothesis one is not proven to be accepted because of value-p-value $> \alpha$ or $0.000 < 0.05$. This shows that the hypothesis which states that the control factor has a significant effect on performance is rejected.
2. Hypothesis two (H2): Work skills factor (X2) has a positive effect on performance (Z). Testing the influence of work skills factors on performance is indicated by a beta coefficient (β) of 0.463 with a value-p-value 0.025. Because of value-p-value $< \alpha$ or $0.000 < 0.05$, then H2 is accepted. Thus the hypothesis which states that the work skills factor has a significant effect on performance is accepted.
3. Third hypothesis (H3): Salary factor (X3) has a positive effect on employee performance (Y). Testing the influence of salary on performance seen from the beta coefficient (β) of 0.329, with a value-p-value 0.000. Markp-value less than 0.05 then H3 is accepted. It means that the hypothesis which states that salary has a significant effect on employee performance is accepted.

Hypothesis Testing Results Test F

The F test was conducted to determine the effect of variables supervision, work skills and salary against performance dependent variable simultaneously. Based on data analysis, it is known that the significance of F count is 0.000 less than the significance level of 5% ($0.000 < 0.05$) then accept H_0 and reject H_a . This means that supervision, work skills and salary affect performance simultaneously.

Effect of Supervision on Employee Performance CV. Teguh Harapan

The research respondents were 99 people. Based on the level of education, the level of education is dominated by high school education level so that employees with high school education are generally technical students at the high school or vocational/STM level. Based on the length of work the respondents showed that employees of PT. Persada Indonesia in general are young and new employees working because they are at the production level turn over is high. The characteristics of respondents based on the age of the employees are dominated by the age of 25-30 years so that it shows that the employees of PT. Persada Indonesia has a productive and young age category which is very suitable in the construction production section that requires young workers.

Based on the facts on the ground, the performance of PT. Persada Indonesia experienced a decline. Supervision cannot affect employee performance. This is because in the implementation of supervision that is carried out still tends to be carried out by means of indirect supervision.

Supervision conducted by PT. Persada Indonesia is still not optimal. Therefore, supervision has no effect on performance. If the work is carried out in accordance with what is needed, the employee must have the courage to take action without waiting for instructions from the leader and increase responsibility. The ability to complete tasks and work as well as possible and on time and dare to take the risk of making decisions taken and are expected to apply better waskat (attached supervision). with create a supervisory mechanism that is tighter and can be monitored easily so that automatically symptoms of irregularities or errors can be seen immediately with the aim of improving the quality of supervision of employee performance.

The results of this study are consistent with the research of Lovihan, Tewal, & Taroreh, (2018) which found that supervision has no effect on performance. But the results of this study are not in accordance with Herdino & Andri, 2014; Jimoh et al., (2017) found that there was a statistically significant difference between the performance of workers with professional and unprofessional supervision. Finding that effective supervision will improve performance also finds that supervision has an effect on performance.

The Effect of Work Skills on Employee Performance at PT. Persada Indonesia in Sukabumi Regency

Skills are things or steps that we master because we train or do them continuously (Triton 2009). Based on the calculated value of multiple linear regression analysis caused by work skills on employee performance. Work skills have a positive effect on employee

performance at CV. Teguh Harapan, this means that the work skills of employees for a job will increase employee performance. Good work skills will make employees have the ability to complete the job.

The results of this study show that there is an effect of work skills on the performance of CV employees. Firm Hope. If the employee's work skills are good, performance can increase employee. For employees who have good work skills, it will accelerate the achievement of organizational goals, whereas employees who are not skilled will slow down organizational goals. New employees or employees with new assignments require additional skills to carry out the tasks assigned to them.

Work skills affect the performance of CV employees. Firm Hope. This is consistent with the opinion of Dunnett's skills (2017) explaining the importance of skills as the capacity needed for a job. Work skills become a person's expertise in specific activities, such as operating equipment and effective communication.

The results of this study are consistent with the research of Hamonangan et al., (2015) which shows that skills and salary affect employee performance. In addition, this research is consistent with (Khoirul Ulum, Suyadi, and Hartanto 2018; Syahdan 2017) finding that there is a significant positive relationship between work skills and performance.

Work Salary Against Performance at PT. Persada Indonesia in Sukabumi Regency

Based on the value of the regression test, there is an influence that the salary variable has on employee performance. Based on the test results show that salary has a significant effect on employee performance. If the salary is not comfortable and does not support work activities, the employee will also not be able to obtain information in carrying out his work so that the results obtained are not optimal. The existence of optimal results can improve employee performance. PT. Persada Indonesia, Kota Samarinda, which is perceived to have a direct positive effect on employee performance.

The results of this study support the opinion that salary is basic compensation received by an employee (Mathis and Jackson 2015). The compensation system must encourage employee satisfaction because dissatisfaction may arise in low performance (Simamora 2014). The amount of salary received depends on the position. The more employees show good performance, the faster they get promotions and the higher the salary they get.

Salary has a positive effect on employee performance. The implications of the results of this study indicate that complete and easy job information will improve performance as well as create good and smooth salaries in improving employee performance. Salary will make employees enthusiastic at work so that their work results will be optimal and in the end can also improve employee performance. Based on the data obtained as employee salaries from CV Teguh Harapan as shown in Table 10 below.

Table 10 Assessment of Employee Salary Standards CV. Teguh Harapan

No	Salary Component	CV. Teguh Harapan
1	Average Salary	Rp. 5.000.000
2	Standard Salary	As per standards UMP
3	There are Rewards and Bonuses	There is

4	Rewards and Bonuses According to Performance	in accordance
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Source: CV Teguh Harapan (2020)

Table 10 explains that the salary given from PT. Persada Indonesia along with the salary component has been carried out by the company and is still in accordance with general standards. Therefore, salary can support employee performance. The results of this study are in accordance with the opinion (Mulyadi 2013) which explains that salary is payment for the delivery of services performed. A higher salary will increase performance, (Shaw and Gupta 2015). This result is also consistent with (Gerhart and Milkovich 1990; Nadler, Hackman, and Lawler 1979) which explains that individual incentives, salary levels and bonuses will lead to better performance for employees.

The results of this study are consistent with Basri, Nurliyana Mohd, Zulkefly Abdul Karim, Rahmah Ismail and Noorasiah Sulaiman who found that a real salary increase can boost labor performance in parallel. But the research results are not in accordance with (Haerudin and Sodikin 2017) finding that salary has no effect on performance and (Gunawan and Amalia 2015) also finding that salary has a significant negative effect on employee performance.

CONCLUSION

Based on the results of the analysis it can be concluded that;

1. Supervision has no significant effect on employee performance. This means that higher supervision does not necessarily improve performance. These results explain that supervision must be carried out with the right method so that it can be effect on performance.
2. Skills work influential significant to employee performance. Employees who have better work skills, employee performance will increase because work skills are used in completing work.
3. Salary has a significant effect on employee performance. If the salary given by the company is in accordance with the expectations of employees, then the performance will be better because if the employee's welfare in the form of salary is also fulfilled properly so that it can make employees motivated.

Suggestion

Suggestions that can be given between other;

1. Companies should improve work supervision with appropriate methods, for example direct supervision, inherent supervision so that employee work results become more optimal.
2. Companies can improve work skills by providing appropriate training and coaching according to the field of work so that later it will improve performance.
3. Further research needs to be carried out by adding other variables such as satisfaction compensation, safety and other variables that can affect employee performance.

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