

## The influence of supervision, compensation and work discipline on employee work productivity at PT. Sri Indrapura Sawit Lestari Kerinci Kanan District Siak Regency

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### ABSTRACT.

The research was conducted at PT. Sri Indrapura Sawit Lestari, Siak Regency, Riau Province. This company operates in the field of oil palm plantations and CPO management. With the aim of knowing the partial influence of supervision, compensation and work discipline variables on employee work productivity variables at PT. Sri Indrapura Sawit Lestari. The research used quantitative data and primary data sources taken using interview and questionnaire techniques. Data collection was carried out using the census method or saturated sample to all employees at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan District, which become the population and sample with a total of 83 people. The data analysis method started with instrument tests, classical assumption tests, F tests, path analysis and ends with the t test. The data analysis was also assisted with the help of the IBM SPSS program 21. The research results showed that employee supervision, compensation and work discipline partially influence work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan District.

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## 1. Introduction

The company is very dependent on the good and bad of the human resources it has. Therefore, the aim of implementing development is so that employees can improve their work abilities and skills so that they can carry out their work more proficiently and productively. PT. Sri Indrapura Sawit Lestari is a company engaged in palm oil plantations and CPO processing.

This company has the aim of generating maximum profits. To achieve company goals, employee work productivity must be optimal. Employee work productivity is the result of output produced by employees in the form of CPO with the number of employees working. Employee work productivity at PT. Sri Indrapura Sawit Lestari experienced a decline, while productivity data in 2018 employee productivity was 110.59 tons/person, in 2019 employee productivity was 108.94 tons/person, in 2020 employee productivity was 105.10 tons/person, in 2021 employee productivity amounting to 107.66 tonnes/person, and in 2022 employee productivity will be 102.64 tonnes/person. Based on productivity data from PT. Sri Indrapura Sawit Lestari from 2018 to 2022, data shows the average work productivity of employees at PT. Sri Indrapura Sawit Lestari experienced a setback. In 2022, employee work productivity will experience the lowest decline compared to the previous year. This is because the CPO produced by workers at work has also decreased.

Employee work productivity can be influenced by various factors, including less than optimal supervision from leadership, compensation received is not fully in line with needs, and there are still many employees who are not disciplined in terms of time or clothing. According to (Supriadi Siagian, 2023) Training; Employee mental and physical abilities; Relationship between superiors and subordinates. (Sedarmayanti, 2017). Work attitude; Skill level is determined by education; The relationship between

workforce and organizational leadership; Productivity management; Labor efficiency; Entrepreneurship. Previous research results (*research gaps*) states that supervision variables influence employee work productivity, namely research by Ega Novriyanti et al., (2023), Kharies Dwi Manossoh Purnomo (2023), Mariani Tirsa Tamaka et al.,(2022).

Furthermore, research by Komalia & Kuncoro Budi Riyanto (2022), Titiya Rahmawati et al., (2022), Siti Nur Aisah (2021), Mohamad Duddy Dinantara & Della Oktaviani (2019), Nelli Sssulistiana (2020) shows that compensation has an influence on employee performance. productivity. The influence of work discipline on employee work productivity is shown by the research results of Alya Azzura Irfan (2023), Sartika Uwewengo et al., (2023), Irna Syari & Eli Dahlia (2022), Umar et al., (2022), Nindi Nur Indahsari and Kristya Damayanti, 2020). The research results of Ni Made Ratih Ayu Dian Lestari et al., (2023) show that compensation and supervision simultaneously have an influence on employee work productivity. Then Norika Ika & Grace Orly Sitompul (2022) found that compensation and work discipline variables also had a simultaneous influence on employee work productivity. Furthermore, the research results of Anni Muhibbah (2022) and Arie Purbo Kuncoro (2020) show that supervision, work discipline and compensation simultaneously influence employee work productivity.

The difference between this research and previous research is that this research only focuses on the partial influence of supervision, compensation and work discipline variables on employee work productivity, whereas previous research examined it partially and simultaneously. Then, in previous research, data analysis was carried out by considering the identification of the age of the respondents in the research sample, while in this research the data was analyzed as a whole and did not consider the age of the respondents. Another difference is that in this study the supervision variable dominates the influence on employee work productivity, whereas in previous research the results showed that the most dominant variable on the dependent variable was the compensation variable.

Previous research has discussed the influence of supervision, compensation and work discipline on employee work productivity well and this research has discussed this topic even better. In this research, the supervision carried out by the leadership was good but still needed to be improved by carrying out regular direct supervision. Companies must also increase compensation for employees and take firm action against employees who do not comply with company regulations. This research is factual in nature so it produces valid and reliable data and is prepared with the latest references. The research results were developed using theories that are appropriate to the variables of supervision, compensation, work discipline and employee work productivity.

Briefly, these theories can be summarized, namely, employee work productivity is the ability to produce goods/services from various resources and abilities possessed by each worker/employee (Tjiptono, 2019:91). The indicators used to measure employee work productivity in this research are (Siagian, 2019:92), work quantity, work quality and timeliness. Supervision is the process of observing the implementation of all organizational activities to ensure that all work carried out runs according to predetermined plans (Siagian, 2019:213). Monitoring indicators according to Handoko, (2016:363) are as follows: standard setting, work measurement and performance assessment.

Furthermore, compensation is the total compensation received by employees as appreciation for the contributions made to the organization, both financial and non-financial Supriadi Siagian, (2023:271). In general, according to Hasibuan (2020:118) compensation indicators are salary, wages, incentives and allowances. Work discipline is a tool that managers use to communicate with employees so they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all applicable company regulations and social norms Rivai and Ella in article by Fadillah & Nasution, 2022: 3832). Indicators of the level of work discipline in an organization are Hasibuan, (2020:194), objective ability, level of employee alertness, compliance with work standards, compliance with work regulations, and work ethics.

In line with the research problem formulation which aims to determine the effect of supervision on employee work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency; To determine the effect of compensation on employee work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency; To determine the effect of work discipline on employee work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency.

## 2. Research Methods

Research methods can be interpreted as a scientific way to obtain valid data with the aim of finding, developing and proving certain knowledge so that it can be used to understand, solve and anticipate problems

(Sugiyono, 2021:6). This research is of the correlational type, looking for how big the influence is between variables. The approach uses quantitative with primary data sources. The population was 83 employees with the saturated sample method as the sampling method with a total of 83 employees, PT. Sri Indrapura Sawit Lestari, Kerinci Kanan District, Siak Regency. Data collection techniques used questionnaires and interviews. The data analysis method used is a statistical analysis method using IBM SPSS Statistics 21 software. The data analysis method starts with instrument tests, classical assumption tests, F tests, path analysis by considering the correlation coefficient (R), coefficient of determination (R<sup>2</sup>) and ends with the t test.

### 3. Results and Discussions

The test results show the magnitude of the contribution by path analysis in each path diagram of the causal relationship between supervision, compensation and work discipline on work productivity. The results of the structural equation are as follows:

**Table 1.** Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	7.665	1.464		5.234	.000
Supervision	.216	.069	.257	3.150	.002
Compensation	.196	.075	.317	2.601	.011
Work Discipline	.214	.072	.358	2.968	.004

Based on the table above which shows the results of processed SPSS data, the following structural equation is obtained:

$$Y = 0.257X_1 + 0.317X_2 + 0.358X_3 + 0.507$$

From the results of the calculations and statistical analysis equations of the path coefficient, it can be interpreted as follows: (a) The influence of supervision on work productivity is 0.257. (b) The influence of compensation on work productivity is 0.317. (c) The Influence of work discipline on work productivity is 0.358. (d) The correlation between supervision and compensation is 0.145. (f) The correlation between supervision and work discipline is -0.038. (g) The correlation between compensation and work discipline is 0.744. (h) The influence of other variables on the variables studied is (e) =  $1 - 0.493 = 0.507$

**Table 2.** Model Summary Regression Calculations

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.702a	.493	.317	1.69461

In the table above, it can be seen that the value obtained for R Square = 0.493 = 49.3%, this means that the independent variables of supervision (X<sub>1</sub>), competence (X<sub>2</sub>), and work discipline (X<sub>3</sub>) jointly influence the dependent variable of employee work productivity (Y) amounted to 49.3% and the remaining 50.7% was influenced by other variables not included in this research.

**Table 3.** ANOVA

Model	Sun of Squares	Df	Mean Square	F	Sig.
1. Regression	56.964	3	18.988	25.608	.000 <sup>b</sup>
Residual	58.578	79	.741		
Total	115.542	82			

In the table above, it can be seen that the calculated F value is 25.608 with a significance level of 0.000. Meanwhile, the F table at the 95% confidence level (0.05) is 2.72. So, we get calculated F > F table, 25.608 > 2.72. This shows that Ho is rejected and Ha is accepted, it means that supervision, compensation and work discipline have a significant effect on employee work productivity. In Table 1, the calculated t value X<sub>1</sub> > t tabel = 3,150 > 1,99006 means Ho is rejected and Ha is accepted, it means variable of supervision (X<sub>1</sub>) has a positive effect on variable of employee work productivity (Y). Furthermore, the calculated t value X<sub>2</sub> > t table = 2.601 > 1.99006, showed Ho is rejected and Ha is accepted, it means the variable of compensation (X<sub>2</sub>) has a positive effect on variable of employee work productivity (Y). The last is variable of work discipline (X<sub>3</sub>) the calculated t value X<sub>3</sub> > t tabel = 2.968 > 1.99006, so Ho is rejected and

Ha is accepted, it means that variable of work discipline ( $X_3$ ) has a positive effect on variable of employee work productivity (Y).

### 3.1 Supervision Affects Work Productivity

Research conducted by researchers shows that supervision has an effect on work productivity, this is in line with research conducted by Ega Novriyanti, Inda Arfa Syera, & Prianda Pebri (2023) with the research title “The Effect of Supervision and Communication on Employee Work Productivity at SPBU 14212291 Air Joman”. Furthermore, research by Kharies Dwi Manossoh Purnomo (2023) entitled “The Effect of Supervision on Employee Work Productivity at PT Cargill Indonesia in Amurang, North Sulawesi Province”. Research by Mariani Tirsa Tamaka, Greis M. Sendow, & Yantje Uhing (2022) with the title “The Effect of Supervision, Work Experience and Quality of Work Life on Employee Productivity at PT. Pegadaian (Persero) Kanwil V Manado” and research by Iskandar (2022) entitled “The Effect of Supervision on Work Productivity of PT XYZ Employees” also shows the influence of supervision on work productivity. Furthermore, research was conducted by Rantika Rasafti (2019) with the research title “The Effect of work supervision on employee productivity at afdeling harvester I of PT. Nusantara IV adolina plantations with the results of monitoring research have an effect on work productivity”.

### 3.2 Compensation Affects Work Productivity

Research conducted by the researcher shows that compensation has an effect on work productivity, this is in line with research conducted by Komalia & Kuncoro Budi Riyanto (2022) with the research title “The Influence of Compensation and Work Motivation on the Work Productivity of PT Astra Daihatsu Metro Employees”. In the same year as the research Komalia & Kuncoro Budi Riyanto did, Titiya Rahmawati, et al also conducted research with the title “The Effect of Compensation on Employee Work Productivity at PT. Asuransi Cakrawala Proteksi Samarinda 2022”. Next, Siti Nur Aisah (2021) examines the same variable as the research title, namely “The Effect of Compensation on Employee Performance Productivity (Study at PT. Bumiraya Investindo Mill Sebanti Kotabaru)”. Then, Mohamad Duddy Dinantara, Della Oktaviani (2019) with the research title “The Effect of Compensation on Employee Work Productivity at PT. Alphabet Berkat Citrabuana with the results of compensation research which influences work productivity”. Further research was conducted by Nelli Sulistiana (2019) with the research title “The Effect of Compensation on Employee Work Productivity at the Regional Drinking Water Company (PDAM) Tirta Rangka, Subang Regency” with the research results showing that compensation has an effect on work productivity.

### 3.3 Work Discipline Affects Work Productivity

Research conducted by the researcher shows that work discipline has an effect on work productivity, this is in line with research conducted by Alya Azzura Irfan (2023) with the research title “The Influence of Work Discipline and Work Environment Employee Work Productivity with Motivation as Intervening Variables” with the results of research on work discipline affecting work productivity. Furthermore, research was conducted by Sartika Uwewengo, et al (2023) with the research title “The Influence of Work Discipline on Employee Work Productivity at the Department of Manpower, Cooperatives and SMEs in Gorontalo City”, with the research results showing that work discipline has an effect on work productivity. In 2022, Irna Syari & Eli Dahlia conducted research entitled “The influence of discipline on employee work productivity at Surya Department Store Kadipaten Majalengka Regency” and Umar, et al conducted research entitled “The Influence of Work Discipline on Employees' Work Productivity at Café D'malaka Soppeng”. These two research results show that employee work productivity is influenced by discipline variables. Lastly, research entitled “The Effect of Effective Work Discipline Increasing the Work Productivity of Production Department Employees in the Opak Gambir Sekar Mawar Blitar House Industry” by Nindi Nur Indahsari and Kristya Damayanti (2020) proves that the positive and significant influence of work discipline can increase employee work productivity.

## 4 Conclusion

Based on the results of research regarding the influence of supervision, compensation and work discipline variables on work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency, it can be concluded that supervision has an effect on work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency. Then the compensation variable influences work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency. Lastly, work discipline influences work productivity at PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency. All influences are positive and significant.

The results of this research have a positive impact and contribute to PT. Sri Indrapura Sawit Lestari, Kerinci Kanan Regency regarding employee work productivity. The resulting data shows that supervision, compensation and work discipline influence the productivity of PT. Sri Indrapura Sawit Lestari employees. Therefore, companies must continue to develop monitoring systems and increase compensation values so that work productivity continues to increase. Apart from that, employees must also continue to improve their work discipline as a form of responsibility and a manifestation of good work performance.

Even though this research has been carried out well, it does not cover the existing limitations. One of them is, this research has not used more varied variables and has not used mediating variables or moderating variables. It would be better for future research to examine more varied variables by using mediating or moderating variables to obtain more varied data and maximum results.

There are suggestions that can be given to PT. Sri Indrapura Sawit Lestari, Kerinci Kanan District, namely that supervision needs to be improved further by placing CCTV where employees work, apart from that, the leadership also carries out direct supervision every week to provide enthusiasm and motivation to employees who work. Then, employee compensation needs to be considered by the leadership providing more compensation so that employees increase the results obtained so that the company can provide incentives to employees who work. Furthermore, employee work discipline needs to be paid attention to by the leadership taking firm action against employees who are not disciplined and giving rewards to employees who are disciplined at work.

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