

THE INFLUENCE OF WORK SUPERVISION, WORK SAFETY, LOYALTY AND REWARDS ON EMPLOYEE PERFORMANCE AT PT. GIKEN PRECISION INDONESIA

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Abstract: This study was conducted to test and analyze the influence of Work Supervision, Work Safety, Loyalty and Rewards on Employee Performance at PT. Giken Precision Indonesia. The population in this study were all 87 employees. In this study, the sampling technique used saturated sampling technique. The study used a quantitative approach using primary and secondary data. Data collection through questionnaires that have been tested for validity and reliability using statistical software. The analysis used in this study was multiple linear regression and partial hypothesis testing (t-test) and simultaneous test (f-test). The results of the study showed that partially work supervision, loyalty and rewards have a significant effect on employee performance, while work safety has no significant effect on employee performance. Simultaneously, work supervision, work safety, loyalty and rewards have a significant effect on employee performance.

Keywords: Work Supervision; Work Safety; Loyalty; Rewards; Employee Performance

1. Introduction

Human Resource Management (HRM) is part of general management that focuses on human resources. In general, HRM is one of the efforts made by companies in managing their human resources. The resources referred to are the science and art of managing labor relations and roles so that they effectively and efficiently help achieve company goals (Kasmir, 2022). Employee performance can be evaluated objectively and accurately through performance level benchmarks. These measurements provide employees with the opportunity to assess their performance. If employee performance is good or of high quality, then it can be said that employee performance is successful. Performance is a result achieved by employees based on criteria applicable within the organization for that job within a certain period of time. PT. Giken Precision Indonesia is Based on interviews with several employees at PT. Giken Precision Indonesia, it was stated that the company's performance had declined. This was due to a lack of work supervision, work safety, loyalty, and rewards for employees. Based on the above explanation, employees were less motivated to improve their performance, which had an impact on the company. The following is production data at PT. Giken Precision Indonesia in the molding department:

**Table 1. Production Data for PT. Giken Precision Indonesia
 Years 2021-2023 (Molding Department)**

Moulding Internal Rejection	2021	2022	2023
Total Output (unit)	337.936.017	398.390.666	348.874.115
Total Rejection (unit)	833.272	551.039	917.020
Reject (%)	0,23%	0,16%	0,25%

Source: PT. Giken Precision Indonesia

Based on the table above, it can be seen that in 2021, the quantity of rejects was 833,272 pcs or 0.23%. Then, in 2022, the quantity of rejects decreased by 0.07% from the previous year, and in 2023, the quantity of rejects increased by 0.09% from the previous year. The data above shows that from 2022 to 2023, employee output decreased significantly. This was because employees did not pay enough attention to their performance, so they did not realize how many rejects they produced.

Performance is greatly influenced by the level of supervision during working hours. One way PT. Giken Precision Indonesia improves employee performance is by focusing on work supervision. This means demonstrating things such as how leaders supervise employees' work. Work supervision at PT. Giken Precision Indonesia is still not carried out optimally and is inefficient. Based on interviews and observations conducted by the author, supervisors or leaders lack supervision and are not strict enough with employees. This has resulted in employees in the molding department at PT. Giken Precision Indonesia acting as they please and violating applicable rules, such as employees walking around during working hours just to talk to other employees, employees bringing food and drinks into the production area, and employees not collecting their cell phones during working hours, causing them to lose focus on their work and resulting in damage to production goods.

PT. Giken Precision Indonesia, there are still work accidents, although they are classified as minor accidents caused by the negligence of the workers themselves. The causes of minor work accidents include injuries due to the incorrect use of cutters and jigs, as well as foot injuries caused by being hit by pallets due to not wearing the safety shoes provided by the company. Serious work accidents that have occurred at PT. Giken Precision Indonesia in the molding department include hands being caught in machines and hot materials spurting out during machine improvements. Work accidents can occur if employees lack the knowledge and skills to work in accordance with company operational standards.

Loyalty is needed by every company, but employee loyalty does not arise on its own. It requires good leadership and management control to create employee loyalty. PT. Giken Precision Indonesia, especially in the molding department, produces finished goods using machines, which run 24 hours a day.

According to information obtained by the author from the machine supervisor, a frequent conflict at PT. Giken Precision Indonesia is that many employees do not obey company rules, such as arriving late for work, not attending work briefings, and only choosing to do work that they are skilled at. There is a lack of dedication to the company, such as employees immediately leaving their machines at the end of their shift when the next shift of machine operators has not yet finished their work briefing. This causes goods to pile up and risk being rejected. The lack of employee loyalty to the company leads to a decline in employee performance, which affects the quality of goods, processing time, and the targets set by the company.

Employees at PT. Giken Precision Indonesia rarely receive rewards or even praise from their superiors or the company for achieving targets, even those exceeding company SOP. The

company does not provide sufficient rewards such as incentives, which include several points, namely meal allowances or overtime pay, which consists of national overtime pay or special overtime pay such as national holidays and transportation allowances. This has led to a decline in motivation, work enthusiasm, and employee satisfaction with their jobs, resulting in decreased performance.

The factors contributing to the decline in employee performance at PT. Giken Precision Indonesia can generally be seen in the lack of work supervision from superiors and leaders towards employees, a lack of awareness of the importance of work safety, low levels of employee loyalty, and rewards given to employees that are not commensurate with the effort and results produced by employees.

2. Literature Review

Work Supervision

Work supervision is the process of monitoring, directing, and evaluating subordinates by superiors to ensure that work is carried out in accordance with the plans, procedures, and standards set by the organization (Saputra, 2020; Ernitayanti, 2021; Yuliari et al., 2023). Effective work supervision helps improve discipline, minimize errors, and ensure that company goals are achieved optimally.

Work Safety

Work safety refers to all efforts made by a company to create safe working conditions, protect employees from potential accidents, and maintain their physical and mental health while working (Juliati, 2023; Muazzin, 2024). The implementation of occupational safety and health (OSH) programs not only reduces the risk of accidents but also increases employee comfort, motivation, and performance.

Loyalty

Employee loyalty is a form of loyalty, commitment, and emotional attachment of an employee to an organization, which is demonstrated through obedience, responsibility, willingness to work harder, and the intention to remain in the company (Putri, 2023; Sibagariang et al., 2025; Alfiah, 2016). High loyalty is reflected in employees' willingness to maintain the company's good name and support the achievement of the organization's vision and mission.

Reward

Rewards are a form of appreciation given by the company to employees for their performance, contributions, and achievements, both in financial (salary, bonuses, incentives) and non-financial (awards, promotions, recognition) forms (Dymastara, 2020; Hidayat, 2018; Ginting and Melfrinda, 2025; Febrianti and Ramadhan, 2025). A fair and transparent reward system has been proven to increase motivation, job satisfaction, and employee performance.

Employee Performance

Employee performance is the work results achieved by individuals in accordance with their responsibilities within a certain period, in terms of quality, quantity, timeliness, and effectiveness in carrying out tasks (Juliati, 2023; Saputra, 2020; Putri, 2023). Good performance demonstrates the tangible contribution of employees in supporting the overall effectiveness and success of the organization. Meanwhile, according to Siregar and Budiyanto (2024), employee performance is defined as the work results achieved by employees, which

include, how employees are able to meet the work standards set by the company, as well as productive and professional behavior in the work environment.

3. Method

Research Approach and Techniques

This research is quantitative research with a causal design and uses a questionnaire as the data collection method. The quantitative method is referred to as the positivistic method because it is based on the philosophy of positivism. This method is called the quantitative method because the research data consists of numbers and the analysis uses statistics (Sugiyono, 2017:12). The research technique used in this case is descriptive research. A descriptive method is research that describes, depicts, or explains the condition of the object being studied in accordance with the situation and conditions at the time the research was conducted.

Population and Sample

Population is a collection of all distinguishable elements (units or individuals) of the same type that are the object of investigation or research (Sugiyono, 2017:94). The units (individuals) that are the object of investigation and whose characteristics are to be determined are called research units or elementary units. The total population at PT. Giken Precision Indonesia, Batam is 86 people. A sample is a portion of the population that shares the same characteristics. The sampling technique used is non-probability sampling with a saturated sample, where all members of the population are used as samples. Another term for a saturated sample is a census, where all members of the population are used as samples. Therefore, the total sample in this study is 86 respondents.

Data Sources

Primary data is data collected directly by researchers during research directly from the data source. Primary data is also referred to as original data or new data that is up to date (Sugiyono, 2017:158). Secondary data is data obtained or collected by researchers from various existing sources. Secondary data can be obtained from hospitals, community health centers, the Central Statistics Agency (BPS), reports, and journals.

Data Collection

To obtain data on the variables to be revealed in this study, a data collection tool in the form of a questionnaire was used. A questionnaire is a statement related to the variables being studied that is given to respondents to fill out with a weight of 1 to 5 or from strongly disagree to strongly agree (Sugiyono, 2017:174).

Data Analysis

In quantitative research, data analysis is an activity that takes place after data from all respondents or other data sources has been collected. Data analysis techniques in quantitative research use statistics. Descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is, without intending to make conclusions that apply to the general public or generalizations (Sugiyono, 2017:210). Multiple regression is a tool for analyzing the influence of independent variables on dependent variables. In this study, the statistical tool used is the Statistical Package for the Social Sciences (SPSS) software version 26.

4. Result and Discussion

Validity Test

The validity test results for the items of work supervision (X1), work safety (X2), loyalty (X3), reward (X4) on employee performance (Y) were declared valid because the calculated r value was greater than the r e table. In this study, the r table value with a total sample of 86 people and a significance value of 5% obtained an r table value of 0.210.

Reliability Test

Reliability is the degree of consistency of data within a certain time interval. A research instrument is said to be reliable if the Cronbach's alpha value is > 0.60 (Ghozali, 2018:46). Therefore, the decision-making criteria in the reliability test is that if the Cronbach's alpha value is > 0.60 , it is reliable. If the Cronbach's alpha value is < 0.60 , it is not reliable.

Table 2. Results of the Reliability Test of the Instrument

Variable	Cronbach's alpha	Position	r alpha	Interpretation
Work Supervision	0,749	$>$	0,6	Reliable
Work Safety	0,765	$>$	0,6	Reliable
Loyalty	0,794	$>$	0,6	Reliable
Reward	0,665	$>$	0,6	Reliable
Employee Performance	0,857	$>$	0,6	Reliable

Source: Data processed by the Author, 2024

Heteroscedasticity Test

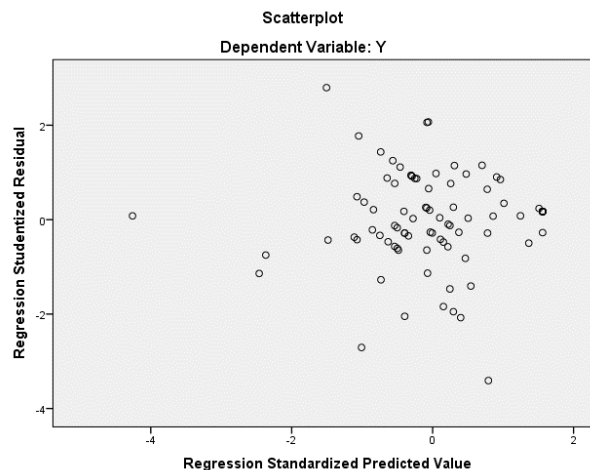


Figure 1. Heteroscedasticity Test

Source: Data processed by the author, 2024

The results of the scatterplot heteroscedasticity test show that the points are scattered randomly and do not form a specific pattern or line. This means that there is no heteroscedasticity in the regression model, so it is suitable for use.

Multiple Linear Regression Analysis

According to Sugiyono (2017:277), multiple linear analysis is an analytical tool used to predict changes in the value of a particular variable when other variables change.

Multiple linear regression analysis can be formulated as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Table 3. Multiple Linear Regression Analysis Test Results

		X1, X2, X3, X4, Y				
		Unstandardized Coefficients		Standardized Coefficients		
		Std.				
Model		B	Error	Beta	t	Sig.
1	(Constant)	4.773	2.335		2.044	.044
	X1	.399	.148	.270	2.691	.009
	X2	-.134	.149	-.098	-.898	.372
	X3	.498	.127	.466	3.922	.000
	X4	.264	.129	.208	2.047	.044

Source: Data processed by the Author, 2024

Based on Table 3 above, the multiple linear regression equation can be obtained as follows:

$$Y = 4,773 + 0,399 X_1 + -0,134 X_2 + 0,498 X_3 + 0,264 X_4 + e$$

The interpretation of the regression model above is:

- a = If the variables of Work Supervision, Work Safety, Loyalty, and Rewards are equal to 0 (zero) or constant (no increase or decrease), then the employee performance obtained is 4.773.
- X₁ = If the coefficient value of the Work Supervision variable is 0.399, which means the coefficient has a positive value, it indicates that if this variable increases by 1 percent, employee performance will also increase to 0.399, assuming that the other independent variables in the regression model remain constant.
- X₂ = If the coefficient value of the Work Safety variable is -0.134, which means that the coefficient has a negative value, it indicates that if this variable increases by 1 percent, employee performance will decrease to -0.134, assuming that the other independent variables in the regression model remain constant.
- X₃ = If the coefficient value of the Loyalty variable is 0.498, which means that the coefficient has a positive value, it indicates that if this variable increases by 1 percent, employee performance will also increase to 0.498, assuming that the other independent variables in the regression model remain constant.
- X₄ = If the coefficient value of the Reward variable is 0.264, which means that the coefficient has a positive value, it indicates that if this variable increases by 1 percent, employee performance will also increase to 0.264, assuming that the other independent variables in the regression model remain constant.

Hypothesis Testing

According to Sugiyono (2017:63), a hypothesis is a temporary answer to a research question stated in the form of a statement. The hypothesis tests in this study are partial tests (t-tests) and simultaneous tests (f-tests).

Partial Test (t-test)

Table 4. T-test results

X1, X2, X3, X4, Y					
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	
Model		B		Beta	t
1	(Constant)	4.773	2.335		2.044
	(X1)	.399	.148	.270	2.691
	(X2)	-.134	.149	-.098	-.898
	(X3)	.498	.127	.466	3.922
	(X4)	.264	.129	.208	2.047

Source: Data processed by the Author, 2024

The interpretation of Table 4 above is:

1. Based on the table above, the work supervision variable (X1) has a t-value of 2.691 > 1.989 and is significant at $0.009 < 0.05$, indicating that H1 is accepted, meaning that the work supervision variable has a positive and significant effect on employee performance.
2. The work safety variable (X2) has a t-value of $-0.898 < 1.989$ and is significant at $0.372 > 0.05$, indicating that H2 is rejected, meaning that the work safety variable has no effect and is not significant on employee performance.
3. The loyalty variable (X3) has a t-value of $3.922 > 1.989$ and is significant at $0.000 < 0.05$, indicating that H3 is accepted, meaning that the loyalty variable has a positive and significant effect on employee performance.
4. The reward variable (X4) has a t-value of $2.047 > 1.989$ and is significant at $0.044 < 0.05$, indicating that H4 is accepted, meaning that the reward variable has a positive and significant effect on employee performance.

Simultaneous Test (F-test)

Table 5. F-test results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	554.333	4	138.583	26.346
	Residual	431.322	82	5.260	
	Total	985.655	86		

Source: Data processed by the Author, 2024

The F test results show an F value of 26.346 (calculated F) > 2.33 (table F) and a significance probability value of $0.000 < 0.05$. Therefore, it can be concluded that the variables of work supervision (X1), work safety (X2), loyalty (X3), and reward (X4) simultaneously and significantly affect employee performance (Y).

Determination Coefficient Test (R^2)

Table 6. Results of the Coefficient of Determination Test (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 ^a	.562	.541	2.293

Source: Data processed by the Author, 2024

The R Square value of 0.562 indicates that 56.2% of employee performance is influenced by the independent variables described in this study. The remaining 43.8% is influenced by other factors not examined in this study.

5. Conclusions

Based on the results of this study, the following conclusions can be drawn: (1) Work supervision has a positive and significant effect on employee performance. (2) Work safety does not have a positive and significant effect on employee performance. (3) Loyalty has a positive and significant effect on employee performance. (4) Rewards have a positive and significant effect on employee performance. (5) Work supervision, work safety, loyalty, and rewards simultaneously or collectively have a positive and significant effect on the performance of PT. Giken Precision Indonesia employees.

It is recommended that the company develop a more efficient strategy by considering various aspects, such as utilizing technology that can support the effectiveness of employee working time and is easily understood by all employees. In addition, the company also needs to provide more structured and clear information and training related to work safety so that employees feel safe in carrying out their duties. This effort is expected to encourage improved employee performance while supporting the achievement of the company's goals optimally. Meanwhile, employees are expected to pay closer attention to work safety instructions and comply with procedures in accordance with company operational standards to minimize the risk of workplace accidents. In this way, employees can work better, which will ultimately provide positive benefits for both themselves and the company.

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