

## **Effect of Job Satisfaction, Supervision and Communication on Employee Performance at PT. Lautan Benua Nusantara Indonesia**

Fanny Jovita, Cindy Erostyia, Novita Dewi, Melkyory Andronicus\*  
*Prima University of Indonesia*  
\*andromelki@gmail.com

**Keywords** : Job Satisfaction, Supervision, Communication, Employee Performance.

**Abstract** : The purpose of this study was to examine and analyze the effect of job satisfaction, supervision and communication on employee performance at PT. Lautan Benua Nusantara Indonesia. The population of this research is the employees of PT. Lautan Benua Nusantara Indonesia is 125 people. The research sample obtained 95 people with the Slovin formula and using the Simple Random Sampling Technique. The statistical methods used are validity and reliability tests and multiple linear regression analysis. The results showed that partially stated job satisfaction, supervision and communication had a significant effect on employee performance. Simultaneously stated that job satisfaction, supervision, and communication have a significant effect on employee performance.

### **1 INTRODUCTION**

The problem of improving the performance of human resources is closely related to employees, because employee performance describes the work achieved by a person in carrying out work based on skills, experience, sincerity and time. This can be seen in PT. Lautan Benua Nusantara Indonesia which is located at Jalan Putri Hijau, Graha Niaga Complex Blok C No. 5A Medan is a business company engaged in cargo & container goods, especially in the field of EMKL and domestic freight forwarders. Shipping containers via sea to all regions in Indonesia, including: Medan, Padan, Palembang, Pekanbaru Makassar, Surabaya, Samarinda, Balikpapan, Pontianak, Banjarmasin, Manado, Batam, Kupang, and so on. In the process of delivering goods, the company expects employees to work optimally. By enforcing limited working hours, employees must be able to carry out their assigned tasks every day.

Based on observations over the last five years, there has been a decrease in the number of transportation, starting from 2014 amounting to 11,329 tons to 2018 amounting to 6,666 tons. There is a decrease in employee performance because while working, employees have not been able to show good quality work and employees are not able to complete work in accordance with company targets. There are several factors that can affect employee performance, one of which is job satisfaction. Based on the last five years, it is illustrated that there is an increase in employee turnover of PT. Lautan Benua Nusantara Indonesia, which resulted in a reduction in the number of employees from 2014 as many as 139 people to 2018 as many as 125 people. This may be due to an increase in employee job dissatisfaction. Some of the reasons that reinforce this possibility are employees feel that their work is underappreciated by the leadership, even though they have worked as hard as possible, there are more attractive salary offers (wages) in other workplaces and there are brighter career prospects in the workplace. other.

Apart from job satisfaction, another factor that can affect employee performance is supervision. Based on the last five years, it is illustrated that there is an increase in work targets that have not been achieved from PT. Lautan Benua Nusantara Indonesia, from 2014 as many as 171 tons to 2019 amounting to 1,234 tons, this is presumably due to lack of supervision by company management and supervision that is not according to schedule and company management does not check production results, and only entrusts the quality and quantity of products from statements from several employees who were deemed good enough.

Communication factors can also affect employee performance. Based on data from January to June 2019, errors were found from each division and from staff and manager levels such as marketing managers who miscommunicated with the warehouse department, errors in providing sales area information by the marketing division to operations, and other communication errors.

## 2 LITERATURE REVIEW

### Job Satisfaction

According to the opinion Wibowo (2016:141), job satisfaction has a direct impact to the performance. Someone who gets high job satisfaction leads on people that have high performance. The relationship of satisfaction with performance of employees, because job satisfaction can cause the addition of performance or a achievements so that workers can be more productive (Rahardjo, 2016:132). Novita (2016:40) say that a person with positive feelings about the job will have job satisfaction, while a person with negative feelings about the job will not get job satisfaction.

### Supervision

According to the opinion of the Feriyanto and Triana (2015:63) says that the work does not have planning and proper supervision will give the impact of not achieving the objectives of the company. As a result the performance of the employees decreased. The supervision of a well-executed and continuous able to generate stimuli for the spirit of the work of the employees so that they can improve the performance of the company (Busro, 2018:147). Alfahmi (2016:6) states that the better the supervision in a company means the activities of employees in accordance with the request of the company so that it can create productivity and motivate employees to work harder a gain.

### Communication

According to the opinion of Supomo and Nurhayati (2018:157), communicating well and correctly, then it will have a positive impact on performance in an organization or company. Which means, if communication between employees is interwoven with the good, the higher the employee performance. For the sake of foming good work required smooth communication in the company, because it can lead to the mutual understanding and comfort in the work so that it can improve the performance of an individual (Feriyanto and Triana, 2015:154). Ngalimun (2017:86) describes a manager who communicates effectively if it can evoke the awareness of a awareness, excitement, and excitement create an atmosphere that can give the result a satisfactory work .

### Conceptual Framework

Improved performance of companies desperately need employees as a workforce. Because the employees is one of the important set for the company, there are three things that need to be considered associated with an increase in the company's performance, namely job satisfaction, supervision and communication. Following an overview of the conceptual framework that contains the relationship of job satisfaction, supervision, communication with employee performance.

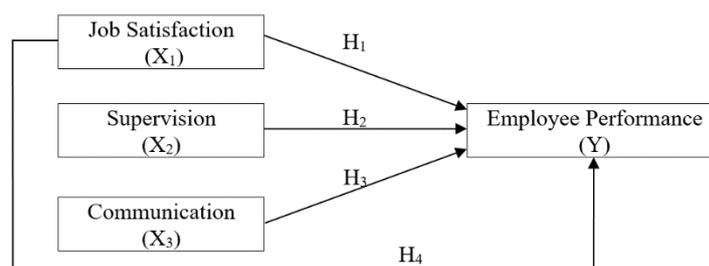


Figure 1. Conceptual Framework

Hypothesis :

H<sub>1</sub> : Job satisfaction has a partial and significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia.

- H<sub>2</sub> : Supervision has a partial and significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia.
- H<sub>3</sub> : Communication has a partial and significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia.
- H<sub>4</sub> : Job satisfaction, supervision, and communication simultaneously have a simultaneously and significant effect on employee performance pada PT. Lautan Benua Nusantara Indonesia

### 3 METHODOLOGY

In this research used a descriptive quantitative research which aims to determine the relationship between two or more variables. The primary Data is taken from the 125 employees of PT. Lautan Benua Nusantara Indonesia. This study used the Slovin formula and simple random sampling technique so that the sample obtained was 95 people. The author uses the questionnaire the likert scale to 5 points related to Job Satisfaction (X<sub>1</sub>), Supervision (X<sub>2</sub>), Communication (X<sub>3</sub>) and Employee Performance (Y). Data collection techniques with interviews/interview, documentation and questionnaire/questionnaire. To manage and analyze data, the author using SPSS software. The author checked the result using Test Validity, Reliability, and Classical Assumption (Normality Test, Multicolinearity Test, and Heteroscedasticity Test). The authors use Pearson Correlation Test to determine the validity of test results and the results of all items of questions is valid. The same is the case with the reliability test which the result is also reliable. Then the author analyzed the data using Multiple Regression Analysis. To Test the Hypothesis, the writer uses T-Test and Test-F.

### 4 FINDINGS AND DISCUSSION

#### Characteristics of Respondents

The characteristics of respondents can be known after doing a questionnaire or list of statements in PT Ocean Continent Archipelago of Indonesia as many as 95 employees. Characteristics of respondents this contains the respondent data, which contains data of gender, a ge, level of education and long work.

**Table 1. Identity Respondent**

Gender	Frequency (Persons)	Age	Frequency (Persons)	Education Level	Frequency (Persons)	Long Working	Frequency (Persons)
Man	51	< 25 Years old	27	SMP	10	< 1 Years	15
Women	44	25 - 30 Years old	29	SMA	28	1 - 2 Years	27
Total	95	31 - 35 Years old	24	D3	16	2 - 3 Years	25
		> 35 Years old	15	S1	41	> 3 Years	28
		Total	95	Total	95	Total	95

#### Normality

Normality test can be seen in two ways, namely by statistical analysis and chart analysis.

**Tabel 2. Normality Test  
One-Sample Kolmogorov-Smirnov Test**

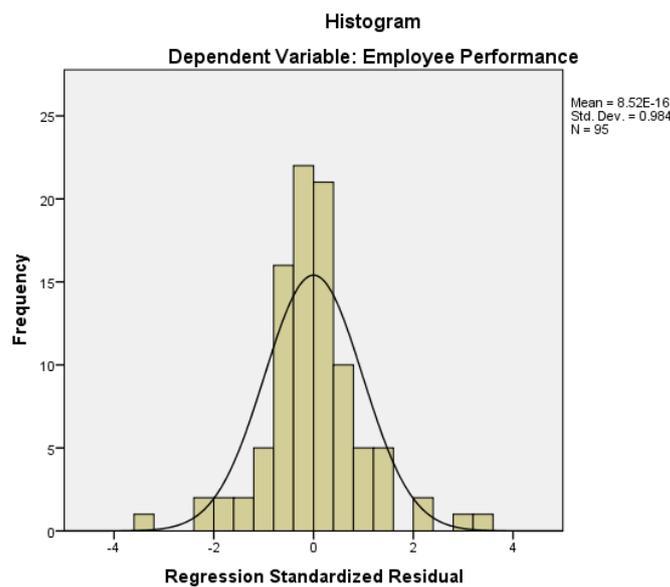
			Unstandardized Residual
N			95
Normal Parameters <sup>a,b</sup>			
Mean			.0000000
Std. Deviation			2.68709990
Most Extreme Differences	Extreme	Absolute	.101
		Positive	.097
		Negative	-.101
Kolmogorov-Smirnov Z			.983
Asymp. Sig. (2-tailed)			.288

a. Test distribution is Normal.

b. Calculated from data.

Source : Data Processed SPSS, 2020

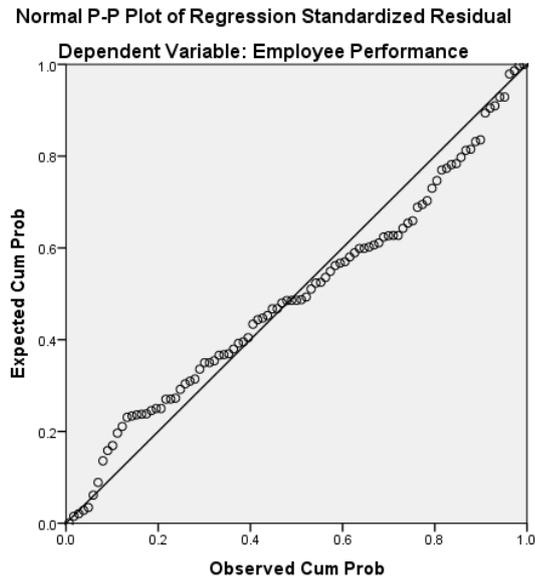
The results of the normality test with Kolmogorov Smirnov shows the value of Asymp. Sig. (2-tailed)  $0,288 > 0,05$ . This means that  $H_0$  is accepted which states the data residual have been normally distributed.



Source : Data Processed SPSS, 2020

**Figure 2. Histogram Graphics**

Based on this graphics, the results of the histogram chart show that the data patterns used in this study almost follow a bell-shaped curve line.



Source : Data Processed SPSS, 2020

**Figure 3. Normality Probability Plot Graphics**

Based on Figure 3, the results of this plot probability normality chart show that the data patterns used in this study have spread around diagonal lines and followed the direction/around diagonal lines.

**Multicollinearity**

This multicollinearity test is carried out by looking at the tolerance value or the variance inflation factor (VIF) value.

**Table 3. Multicollinearity Test Results**

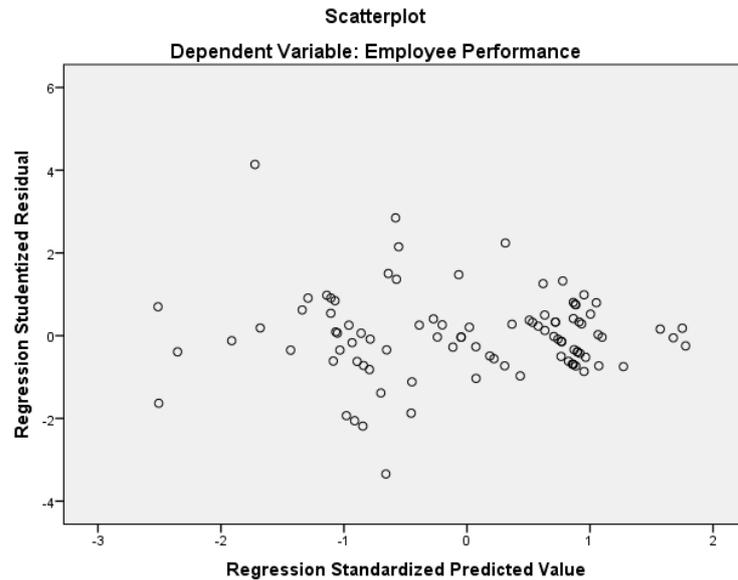
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Job Satisfaction	.295	3.395
Supervision	.641	1.560
Communication	.298	3.357

Source : Data Processed SPSS, 2020

The multicollinearity test results can be seen that the tolerance value of each independent variable is greater than 0.10 or the VIF value is smaller than 10.

**Heteroscedasticity**

How to predict the presence or absence of heteroscedasticity in a regression model can be seen with the Scatterplot chart pattern and the Glejser test.



Source : Data Processed SPSS, 2020

**Figure 4. Scatterplot Graph**

Based on the Scatterplot chart, it shows no clear pattern as well as dots that spread above and below 0.

**Table 4. Glejser Test Results Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.044	1.188		3.404	.001
	Job Satisfaction	-.075	.059	-.233	-1.285	.202
	Supervision	.074	.045	.200	1.628	.107
	Communication	-.071	.060	-.215	-1.195	.235

a. Dependent Variable: Absres

Source : Data Processed SPSS, 2020

Based on the results of the Glejser test, it shows that the job satisfaction variable, the monitoring variable and the communication variable have a significant value above the alpha value of 0.05, so this regression model does not contain any heteroscedasticity.

**Multiple Linear Regression Analysis**

The data analysis model in this study used multiple linear regression analysis to obtain the regression coefficient value between the influence of the independent variable and the dependent variable.

**Table 5. Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	.080	1.794	
Job Satisfaction	.278	.089	.277
Supervision	.175	.068	.153
Communication	.559	.090	.545

Source : Data Processed SPSS, 2020

Based on the Unstandardized Coefficients column section B, the multiple linear regression equation model is obtained, namely:

$$Y = 0.080 + 0.278 X_1 + 0.175 X_2 + 0.559 X_3$$

$$\text{Employee Performance} = 0,080 + 0,278 \text{ Job Satisfaction} + 0,175 \text{ Supervision} + 0,559 \text{ Communication}$$

### Coefficient of Determination

In this study, the Adjusted R Square value was used as the coefficient of determination.

**Table 6. Coefficient of Determination Test Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.792	.785	2.731

a. Predictors: (Constant), Communication, Supervision, Job Satisfaction

Source : Data Processed SPSS, 2020

Employee performance can be explained by job satisfaction, supervision and communication variables of 78.5% and the rest (100% - 78.5% = 21.5%) is explained by other variables that have not been examined in this study.

### Simultaneous Hypothesis Testing (F Test)

Simultaneous hypothesis testing aims to prove the effect of the independent variable on the dependent variable simultaneously.

**Table 7. Result F Test ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2580.809	3	860.270	115.340	.000 <sup>b</sup>
	Residual	678.728	91	7.459		
	Total	3259.537	94			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication, Supervision, Job Satisfaction

Source : Data Processed SPSS, 2020

Based on the above results it can be concluded that the value of  $F_{count} > F_{table}$  is  $115.340 > 2.70$ , while if seen from the significant value is  $0.000 < 0.05$ , simultaneously job satisfaction, supervision, and

communication have a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia.

### Partial Hypothesis Testing (t test)

Testing this hypothesis aims to see how the influence of each independent variable on the dependent variable individually (partially).

**Table 8. Result t Test**

Model	t	Sig.
(Constant)	.045	.964
1 Job Satisfaction	3.145	.002
Supervision	2.559	.012
Communication	6.217	.000

Source : Data Processed SPSS, 2020

The result of t-test for job satisfaction variable shows that the t-value is 3.145 > the t-table value is 1.986 and a significant value is 0.002 < 0.05, so partially job satisfaction has a significant effect on employee performance at PT. PT. Lautan Benua Nusantara Indonesia.

The results of the t-test for the control variable show that the t-test value is 2.559 > the t-table value is 1.986 and a significant value is 0.012 < 0.05, so partially supervision has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia.

The results of the t test for the communication variable show that the t-test value is 6.217 > the t-table value is 1.986 and the significant value is 0.000 < 0.05, so that partially communication has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia.

### Discussion

The first test results show that the hypothesis of the effect of job satisfaction on employee performance is accepted, which means that partially job satisfaction has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia. The results of this study are consistent with Mekta's (2017) study which states that job satisfaction has a significant effect on employee performance.

The second test result shows that the hypothesis of the effect of supervision on employee performance is acceptable, which means that partially supervision has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia. The results of this study are consistent with the research of Arizal (2017) and Lestari (2018) which states that supervision has a significant effect on employee performance.

The third test results indicate that the hypothesis of the influence of communication on employee performance is acceptable, which means that partially communication has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia. The results of this study are consistent with Arizal's (2017) study which states that communication has a significant effect on employee performance.

## 5 CONCLUSION

Job satisfaction has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia. Supervision has a significant effect on employee performance at PT. The Continent Ocean of the Indonesian Archipelago. Communication has a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia. Job satisfaction, supervision, and communication have a significant effect on employee performance at PT. Lautan Benua Nusantara Indonesia. For PT. Lautan Benua Nusantara Indonesia, it is better to increase job satisfaction, pay attention to employee work and promotion opportunities in order to do a good job, it is better to increase supervision, pay attention to the quality of employee work in order to complete tasks quickly and well and better to improve communication, pay attention to employee communication similarities in order to complete tasks well. For the next researcher, it is hoped that the results of this study can add other

variables such as leadership and compensation because it is possible to have a significant impact on new findings carried out by further research.

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