

THE EFFECT OF SUPERVISION AND WORK ABILITY TOWARDS EMPLOYEE PERFORMANCE

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ABSTRACT

Supervision is very important for every job in the organization, because through supervision, various things that can harm the organization can be monitored, such as errors in the implementation of work, deficiencies and weaknesses in the implementation of work methods, as well as obstacles experienced. In addition to monitoring work ability, it also has a great influence on employee performance. The ability to work greatly determines the performance of employees in a company. The success and ability to carry out work in an organization is very dependent on employee's performance. So that the ability to work is important for an employee to be able to complete the job well. This study analyzed the effect of supervision and work ability on employee performance at PT. Widya Pratama Perkasa. This study uses a quantitative approach within questioner odata completion within 39 respondents. There are three variables in this study, they are supervision (X1) and work ability (X2) as independent variables and employee performance (Y) as a dependent variable. Based on data analysis, it was found that there is significant influence of supervision (X1) on employee performance (Y), and work ability (X2) on employee performance (Y). In general this research found an effect of supervision (X1) and work ability (X2) together on employee performance (Y). This study implied that supervision can be carried out more intensely and carried out by people who are competent in their fields and have good abilities.

Keywords: Supervision, Work Ability, Employee Performance.

1. Introduction

Supervision function carried out within an organization should be well handled. If supervisory factors in organization does not work, then the work results will be very bad and not optimal even far from achieving the goals that have been set by organization. Therefore, leaders must carry out effective supervision so that employees can achieve optimal work performance. By looking at tendency of lack of supervision from leadership so that sense of responsibility of employees will be reduced, this should not be allowed to continue because it will affect the level of employee performance. The realization organizational goal is supervision purpose, because every working activity basically always has a specific purpose. Therefore supervision is absolutely necessary in an effort to achieve. Good supervision is needed to get a good and high quality work result.

The role of supervision in an organization appears as a very important thing if in organizational life there is an atmosphere of disorder, both caused by internal factors of the organization's environment or from outside the organization's environment. In carrying out any field of work, it is of course important to plan and supervise as well as possible. Planning and supervision (controllers) are two poles of one implementation process to achieve certain goals. Planning is the starting star of the process. This includes activities to look ahead, think ahead, and describe beforehand as a basis for carrying out activities to achieve the desired goals. While supervision is related to corrective actions in each activity. Any good plan can fail if its implementation is not accompanied by management activities in the form of supervision.

According to Kasmir (2015: 182), performance is the result of work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Employees are a very important element compared to capital, technology, or others because those who control capital and technology and how to use and maintain them are humans. Previous research have been done in term of supervision relations to performance. Arman (2019) analyzed the effect of supervision and work facilities within performance of local Tax Management Agency. From this research, it can be seen that there is a positive and significant influence between supervision and facilities of work, to performance at the North Medan Tax Management Agency. Research conducted by Ernawati (2018) with regression test found that supervision has a significant effect on employee performance at the Baraka Sub-district Office, Enrekang Regency.

Another factor that affects employee performance is work ability. Robbins (2016: 87) explained that ability consists of two terms, they are intellectual and physical ability. Intellectual ability is needed to carry out mental activities, while physical ability is needed to perform tasks that require stamina, dexterity, strength and skill. The ability to work greatly determines the performance of employees in a company or organization. The success and ability of carrying out work in an organization is very dependent on the performance of its employees. So that the ability to work is important for an employee to be able to complete the job well. In the operational function, work ability management is a development function, because in this function the development of employee work abilities is very concerned. Work ability is basically very influential on the quality and weight of the work achieved by an employee. The possibility of higher employee employment is achieved when management has ensured the ability and then ensures that the employee in his work has the ability. Leaders can assess the results of employee performance by evaluating. Leaders also measure the extent to which the organization's operational implementation capability achieves goals and knows whether the implementation is in accordance with the plan, so that the leader can take corrective action.

As stated by Siagian (2008) that the skills and expertise of human resources are important for organizations and communities that should not be ignored so that the accuracy of completing their work, so that passion work and discipline will be better towards work result. So that this research is urged to be research to enrich research about Human Resource Development, especially about relation of ability and supervision on working performance of employee.

The researcher took the object of research at PT Widya Pratama Perkasa because of the phenomena that occurred there. The phenomenon that occurs at PT. Widya Pratama Perkasa is the lack of optimal supervision carried out, because it is directly carried out by the leader and not a manager, so that the supervisory function has not gone well, the work ability of employees must be further improved so that organizational goals can be achieved, employee performance decreases as seen from the completion of work that is still ongoing not in accordance with the target set. The purpose of this research is to find out:

1. There is an effect of supervision on employee performance at PT. Widya Pratama Perkasa.
2. There is an effect of work ability on employee performance at PT. Widya Pratama Perkasa.
3. There is an effect of supervision and work ability together on the performance of employees at PT. Widya Pratama Perkasa.

2. Literature Review

2.1 Theoretical Foundation

Supervision

According to Kadarisman in Jufrizen (2016: 76), supervision is an uninterrupted process to keep implementation, functions, and authorities of tasks to keep on rules that have been set previously to achieve organizational goals. Sukarna in Jufrizen (2016: 76) define supervision as a corrective actions in process of work to make sure that all activities are in accordance with predetermined plans and instructions, it is used to achieve predetermined goals. From the above definition it can be concluded that supervision is an activity of observing and evaluating the implementation of employee work that has been determined by the organization, and if there are deviations in the organization, it can be identified quickly so that action can be taken.

The factors that influence supervision according to Handoko in Jufrizen (2016: 78) are:

- 1) Manager's need to delegate authority
When a manager delegates authority to his subordinates the responsibility of the superior itself is not reduced. The only way a manager can determine whether subordinates have performed the tasks assigned to them is by implementing a monitoring system. Without such a system, managers cannot check the performance of subordinates' tasks.
- 2) Changes in the organizational environment
Various changes in organization occur continuously and cannot be avoided, such as the emergence of product innovations and new competitors. Through supervision, managers detect changes that affect the organization's goods and services, so that they are able to face challenges or take advantage of opportunities created by the changes that occur.
- 3) Increased organizational complexity
The larger the organization, the more formal and careful oversight is required. In addition, organizations are now more decentralized, with many agencies and factories that are geographically separated, or research facilities spread widely. All of which require the implementation of the supervisory function to be more efficient and effective.
- 4) Mistakes
If subordinates never make mistakes, managers can simply perform a supervisory function. But most members of the organization often make mistakes, the control system allows managers to detect these errors to be critical.

The supervisory indicators are according to Kartono in Jufrizen (2016: 79)

1. Determine implementation size. It means there are many ways to measure working implementation, like having some minimum requirements that should be supervised in a certain period of time such as a few hours per day, or once a week, or even several times a month.
2. Give an assessment. This means giving value to every job given to subordinates, whether the work is good or bad.

3. Make corrections. This corrective action is intended for internal correction, namely evaluating various existing supervisory methods such as standards that are too high, and external, namely, imposing sanctions on subordinates.

Ability

Ability is related to skills and knowledge that can be obtained from education, training, and experience. Ability consists of mental and physical abilities possessed by a person to carry out work (Gibson, 2017: 104) or a capacity to do various tasks of job (Robbins, 2016: 102). So work ability is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time (Hasibuan, 2017: 112). In the operational function, work ability management is a development function, because in this function the development of employee work abilities is very concerned. Work ability is basically very influential on the quality and weight of the work achieved by an employee. This is understandable because in work ability there are various potential skills, skills, and other supporting potentials, which are reflected in physical and physical conditions. Thus the concept of work ability contains the understanding of the power that exists within a person to do work.

According to Amrullah, (2012) to improve the work ability of employees there are 3 (three) components which include:

1. Efforts to develop and maintain spiritual and physical growth as well as efforts to maintain health. If a person has strong physical and physical growth, he will have great potential and opportunities to grow and develop his work abilities.
2. Efforts are not only limited to mental and physical abilities to solve problems encountered in the short term, will still include endurance, physical and mental tenacity in overcoming various difficulties and pressures in work so that they are completed and achieve results.
3. The effort so that someone after having the ability to work is to employ him to be used to provide welfare to the community.

Indicators of workability according to Robbins, (2017) are a) Ability to work which a condition in which an employee feels able to complete the work given to him; b) Education, an activity to increase one's knowledge, including increasing mastery of theory and decision-making skills on issues related to activities to achieve goals; and c) Working Period, which is time required by an employee to work for a company or organization.

Employee Performance

Employee performance is the level of achievement of employees against job requirements. Good or bad performance is not only seen from the level of quantity that a person can produce at work, but also measured in terms of quality. According to Armstrong (2015), employee performance is the result of work that has a strong relationship with strategic objectives, customer satisfaction, and contributes to the economy. Meanwhile, according to Miner and Glomb (2010) employee performance is how a person is expected to function and behave in accordance with the tasks that have been assigned to him. Any expectations about how a person should behave in carrying out tasks, means indicating a role in the organization. Employee performance is the achievement obtained by a person in performing a task. Furthermore, employee performance is the work that can be achieved by a person or team in an organization, according to their responsibilities and authorities, to achieve organization goals concerned legally and in accordance with morals and ethics.

Benardin (2013) stated that employee performance an outcome of certain employee activities in a certain period of time. The term performance comes from the word job performance or actual performance achieved by someone. This is in line with Mangkunegara's opinion which states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties with responsibilities given to him. Performance is something that is important for agencies, especially the performance of employees who can bring the company to achieve the expected goals. Ability and motivation are factors that affect performance. The opinion expressed by Hasibuan (2017: 67-68) factors that affect performance are formulated as follows:

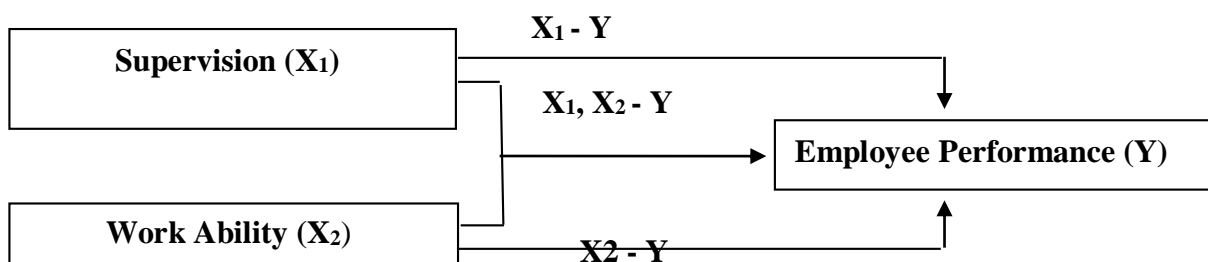
- a. Ability Factor consists of potential ability (IQ) and reality ability (knowledge and skill). Leaders and employees must have adequate knowledge for their positions and be skilled in doing daily work, so that they will get easier to achieve maximum performance.
- b. Motivation Factors is an attitude that leaders and employees have towards work situations in their organization. They will show a positive or negative value to their work situation, and all of that can show how high and low the motivation of leaders and employees is.

The objectives of employee performance appraisal according to Hasibuan (2017: 152), basically include a) Improve work ethic; b) Increase work motivation c) To determine the level of employee performance so far; d) To encourage accountability from employees; e) Provision of appropriate compensation, for example for the provision of periodic salary increases, special salary increases;f) To differentiate between one employee to another; g) Supervision which can be further divided into reassignments, such as holding mutations or transfers, company rotations, promotions, training; h) As a tool to encourage employees to take initiatives in improve performance; i) Identify and remove obstacles to improve performance; j)To encourage accountability from employees; k) As a tool to obtain feedback from employees to improve job design, work environment, and future career plans; l) Termination of employment, sanctions or gifts; m) Strengthening the relationship between employees and supervisors through discussions about their work progress, and n) As a channel for complaints related to work problems

Based on the theoretical study above, the indicators for measuring employee performance in this study use Hasibuan's theory (2017: 56) because they are in accordance with the circumstances of the research object, which are a) Adherence to working hours; b) Responsible for work; c) Adherence to work procedures; and d) Able to work with co-workers.

2.1 Theoretical Foundation

The relationship between the three variables above is described in the framework below:



Picture 1
Frame Work

3. Method

This research was conducted at PT. Widya Pratama Perkasa. The variables of this study consisted of 2 (two) types, namely the independent variable, consisting of supervision (X1) and work ability (X2) and the dependent variable namely employee performance (Y). The independent variable in this case is the variable that causes or contributes to the dependent variable, while the dependent variable in this case is the variable that is contributed by the independent variable. This type of research includes quantitative descriptive research that is focused on quantitative analysis. This study uses a descriptive method to describe the nature or situation that is currently running at the time of the study and examines the causes of a particular symptom. According to Arikunto (2014) if the research object is less than 100 then it is better to take all, then if the number is more than 100 then it can be taken between 10-15% or 20-25%. The population uses the number of employees at PT. Widya Pratama Perkasa, namely 40 people. Research respondents refer to the opinion of Arikunto (2014) so that the respondents used are 39 people, because researchers and leaders are not included in the respondents.

From each research variable, a questionnaire was made which was distributed to respondents to ask for their responses related to the research. This technique is used to make direct observations to the object of research. The data collection technique used by the researcher in this study is a field research data collection technique, which based on the type of data is divided into two, namely: 1. Primary Data. This primary data was obtained by interviewing the respondents, namely employees at PT. Widya Pratama Perkasa. 2. Secondary Data. This secondary data was obtained through a documentary study, namely collecting data at PT. Widya Pratama Perkasa.

This research uses quantitative methods through simple and multiple regression analysis related to supervision and work ability to employee performance by comparing theories relevant to the problems studied at by comparing theories relevant to the problems studied at PT. Widya Pratama Perkasa. Quantitative analysis was conducted based on primary data obtained from the distribution of questioner to the sample, and to determine the effect of the independent variable on the dependent variable. Quantitative analysis was carried out based on primary data obtained from the distribution of questioner to the population and calculated by multiple linear regression analysis.

4. Result and Discussion

4.1 Result

PT. Widya Pratama Perkasa is a private company engaged in construction services and buildings. Respondents in this study are employees at PT. Widya Pratama Perkasa

Table 1. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.798	3.642		1.887	.000
	X1	.349	.166	.403	4.107	.000
	X2	.195	.179	.209	2.091	.002

a. Dependent Variable: Y

Based on the table above, then enter the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_t$$

$$Y = 17,798 + 0,349X_1 + 0,195X_2 + E_t$$

Interpretation:

1. Each value of the supervision variable increases by 1 point, the employee's performance will increase by 0.349 points.
2. Every time there is an increase in the value of the workability variable by one point, the employee's performance will increase by 0.195 points.

Based on the information above, it can be concluded that the regression coefficient $X_1 = 0.349$ is greater than the regression coefficient $X_2 = 0.195$. This shows that in improving employee performance, the influence of the supervisory variable is higher or more important than work ability

Table 2 Coeffisien Determination Supervision to Performance

Model Summary				
Model		R	Adjusted R	Std. Error of
		R	Square	the Estimate
dimension0	1	.582 ^a	.339	3.46633

a. Predictors: (Constant), X1

Coefficient of Determination (KD) = $R^2 = 0.339 \times 100\% = 33.9\%$. It can be concluded that the supervision variable (X1) explains 33.9% changes in the employee performance variable (Y), while the rest is explained by other factors not examined in this study.

Table 3 Coeffisien Determination Work Ability to Performance

Model Summary				
Model		R	Adjusted R	Std. Error of
		R	Square	the Estimate
dimension0	1	.555 ^a	.308	3.54794

a. Predictors: (Constant), X2

Coefficient of Determination (KD) = $R^2 = 0.308 \times 100\% = 30.8\%$. It can be concluded that the work ability variable (X2) explains changes in the employee variable (Y) at PT. Widya Pratama Perkasa accounted for 30.8%, the rest was explained by other factors not examined in this study.

Table 4. Partial Hypothesis Test (t test)

Influence	Ttest	t _{table}	Condition	Conslution
X ₁ ke Y	5.630	1,688	T _{test} > t _{table} (0,020 < 0,05)	Ho is rejected and Ha is accepted
X ₂ ke Y	2,050	1,688	T _{test} > t _{table} (0,090 < 0,05)	Ho is accepted and Ha is rejected

1. Based on the results of the t test, the t value is 5.630. When compared with t-table with a significance level of 0.05, namely 1.688, tcount 5.630 > t-table = 1.688, so it can be concluded that the assumption of supervision (X1) has an effect on employee performance (Y) at PT. Widya Pratama Perkasa is acceptable.
2. Based on the results of the t-test, the t-value is 2.050. When compared with a significance level of 0.05 (ie 1.688) of the t-table, tcount 2,050 > ttable 1,688, so it can be concluded that: Ha indicates that work ability (X2) has a variable effect on employee performance variables (Y) Accepted. Therefore, work ability (X2) has an effect on employee performance variable (Y) at PT. Widya Pratama Perkasa.

Table 5 Simultaneous Hypothesis Test

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	433.501	2	216.750	18.090	.000 ^a
	Residual	802.799	36	11.982		
	Total	1236.300	38			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Through the F test, it is obtained that the calculated F is 18.090, which is much greater than the Ftable value of 3.267. Therefore, supervision (X1) and work ability (X2) together (at the same time) affect employee performance (Y). Therefore, based on the results of the analysis above, it can be proven or accepted the proposed hypothesis, which shows that supervision (X1) and work ability (X2) jointly affect employee performance (Y).

Table 6 Simultaneous calculation of the effect of the Determinant Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.592 ^a	.351	.331	3.46151

a. Predictors: (Constant), X2, X1

Coefficient of Determination = $R^2 0.351 \times 100\% = 35.1\%$. Therefore, it can be concluded that the effect of supervision and work ability on employee performance is 35.1%, and the remaining 64.9% is caused by adjustments to other factors that the authors did not examine in this article.

4.2 Discussion

The results showed that the supervision at PT. Widya Pratama Perkasa is included in the good category. Partial hypothesis testing with t-test obtained t value 5.630 and $> t$ table 1.688. The coefficient of determination of supervision on employee performance is 33.9%. This shows that supervision also has an impact on increasing employee performance by 33.9%. These results are in line with research conducted by Ernawati (2018) which concluded that the regression equation from the study showed that supervision had a significant effect on employee performance at the Baraka Sub-district Office, Enrekang Regency. Also in Astuti's research (2016) which states that there is a positive and significant influence on supervisory supervision on teacher performance. This is in line with the opinion of Sagala (2009) who argues that the school supervisor as a supervisor is a person who can act as the school principal's partner and education staff. Research conducted by Anis (2021) also proved that supervision has a strong relationship to the performance of the Directorate of Enforcement and Investigation officers with coefficient of determination of 0.6608 which means 66.08% of performance is influenced by Supervision. In other side, this research is not accordance with research of Toding (2016) that found a weak relation of supervision to work performance within coefficient of determination value is 8.7% which means that the monitoring variable has an influence of 8.7% on the performance of employees at PT. Pipit Mutiara Indah.

The results showed that the work ability of employees of PT. Widya Pratama Perkasa is included in the good category. Part of the hypothesis test carried out by the t test shows that the t value of work ability on employee performance is 2.050 $> t$ table 1.688. The coefficient of determination of work ability on employee performance is 30.8%. This makes work ability have an impact on the performance of employees of PT. Widya Pratama Perkasa contributed 30.8%. These results are in line with research conducted by Irpan Susanto (2020) indicated that work ability significantly affects the performance of employees at Perum Damri, Mataram City. In this study, the description that the higher the employee's work ability, the employee will get a good performance. It also accordance with Anggraeni (2011) which said that based on respondents' responses regarding effect of expertise on work results is included in the very good category. This conditions are related to the theory stated that one of the performances can be said to be optimal if the work can be done professionally and proportionally, in the words there is "The Right Man on The Right Job" according to his abilities, skills and expertise.

The results of the simultaneous hypothesis test of supervision and work ability on employee performance are proven by the results of the F test calculation. The F count of 18.090 is much greater than the F table value of 3.267. The coefficient of determination of supervision (X1) and work ability (X2) has an effect on employee performance (Y) of 35.1%. These results indicate that supervision and work ability together have an effect of 35.1% on employee performance, and the remaining 64.9% is influenced by other factors not examined in this study.

5. Conclusion

The research showed that the supervision at PT. Widya Pratama Perkasa is included in the good category. The supervision also has an impact on increasing employee performance by 33.9%. These results are in line with research conducted by Ernawati (2018), Anis (2021), also Astuti's research (2016) which states that there is a positive and significant influence on supervision on performance. This is in line with the opinion of Sagala (2009) who argues that the school supervisor as a supervisor is a person who can act as the school principal's partner and education staff. In other side, this research is not accordance with research of Toding (2016) that found a weak relation of supervision to work performance. The second variable which is work ability result, showed that work ability of employees of PT. Widya Pratama Perkasa bringing positive impacts on employee performance within coefficient of determination value is 30.8%. These results are in line with research conducted by Irpan Susanto (2020) and Anggraeni (2011) which said that an effect of expertise on work results is included the very good categor.. It also accordance with theory of performances can be said to be optimal if the work can be done professionally and proportionally, in the words there is "The Right Man on The Right Job" according to his abilities, skills and expertise.

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