

The Effect Of Work Supervision And Non-Physical Work Environment On The Performance Of Employees At Avsec Unit Pt Angkasa Pura Ii (Persero) Hang Nadim Airport Branch Batam

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Abstract

This study aims to determine the effect of work supervision and non-physical work environment on the performance of employees of the Avsec unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch. The sample in this study were all permanent employees at the AVSEC Unit, totaling 68 people. Sampling using census technique. Data collection techniques in this study were interviews and questionnaires with data analysis using descriptive methods and using multiple regression.

The conclusion obtained is that partially work supervision has a significant effect on the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Branch of Hang Nadim Airport Batam. Partially, the non-physical work environment has a significant effect on the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch. Simultaneously work supervision and non-physical work environment have a significant effect on the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch. R² value of 0.692. This means that the contribution of the influence of supervision and work environment variables to the performance variable is 69.2% while the remaining 30.8% is influenced by other variables not included in this study.

Keywords: Work Supervision, Non-Physical Work Environment, Performance

INTRODUCTION

Basically every company has one goal. To be able to realize these goals, companies need human resources who always play an active and dominant role in carrying out every activity of the organization. According to Robbins (2012: 8) management is the process of coordinating work activities so that the work is completed efficiently and effectively through other people. The word efficiency can be interpreted as getting the largest output with very little input, while effectiveness can be interpreted in completing activities so that organizational goals can be achieved. The company's goals will not be realized without the active role of employees who work to provide their energy, talent, creativity and effort to the company even though the tools to support employee work are so sophisticated.

Human resources have a very important role for the company, the meaning of the importance of human resources lies in their ability to react voluntarily and positively to the goals of work implementation and the opportunities obtained to achieve satisfaction from the results of their work, so that they can contribute and work performance. optimal way to achieve organizational goals. According to Panggabean (2012: 15) human resource management is a process consisting of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment in order to achieve set goals.

PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch is one of the State-Owned Enterprises engaged in the service and business of services to airports, can exercise leadership with the intention of providing opportunities for its employees to be able to develop the potential that exists within them of course The company makes careful consideration and thought.

The success of a company is strongly influenced by the performance of its employees. Employees who have high performance will always be fully aware of their respective responsibilities and try to carry out all the tasks assigned to them properly according to their abilities to get maximum work results. According to Mangkunegara (2015: 67) argues that: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him"

Performance can be said as an information that shows the level of quality and quantity of a person's work. Managers use this information to evaluate employees objectively and accurately. The basis for assessing the employee's performance is based on the Regulation of the Board of Directors of PT. Angkasa Pura II (Persero) Number : PD.

03.04/07/2016/0040, in which the factors assessed include (a) individual KPIs, (b) established assessment competency targets. The realization of the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch is as follows:

Table 1 Target and Realization of Employee Performance of AVSEC Unit PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch

Year	Amount Employee	Target Value	Realized Value	Percentage performance achievement
2016	83	79.99	87.54	109,43
2017	80	95.00	99.88	105,14
2018	77	95.00	99.21	104,43
2019	80	95.00	96,29	101.36
2020	78	95.00	95.46	100.48
2021	68	96.00	96,39	100.40

Source: AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch

Description of the value scale:

Very poor : 65%

lessLess : 66%-82%

Enough : 83% - 99%

Good : 100% -109%

Verygood : 110%- 119%

Special :120% more

From the table above it can be seen that in 2016 the percentage of actual performance was 109.43% and in 2017 it fell to 105.14%, then in 2018 it fell again to 104.43% then in 2019 it fell again to 101.36% , in 2020 it decreased again to 100.48%, so also in 2021 it will continue to decrease to 100.40%. From the overall results of this performance assessment it is still categorized as good and not fully maximized because the highest score has not yet been achieved.

From the results of the author's observations regarding employee performance, still seeing symptoms that indicate indications related to employee performance found employee behavior that violates the existing Standard Operating Procedure (SOP).

Internalization of honesty, still cannot be carried out by all employees. There are still many employees who are dishonest with themselves when carrying out the tasks assigned to them. Especially honesty in the field of work, if there is work that is wrong always evasive and excused by working to secure himself. In carrying out work, small conflicts often occur related to employee behavior issues. Some employees do not respond to changes to the new job execution system. Many employees still reject the renewal process in the management system.

If it is known that employees have high performance, it will expand the opportunity for employees to increase their career path, and vice versa. In the performance of supervision and work environment factors are the most important factors in order to improve the results obtained in an organization to achieve targets within a certain time in the right way.

Supervision or controlling can be considered as an activity to find and correct important deviations in the results achieved from planned activities. According to Terry in Manullang (2015: 172) suggests that supervision is a process in which the leader wants to know whether the results of the implementation of the work carried out by his subordinates are in accordance with the plans, orders, goals, or policies that have been put forward. The main purpose of supervision is to make sure that what was planned came true. Companies with less effective supervision levels will have employees with poor performance levels. Supervision is held to determine the quality of employee work, it is hoped that with effective supervision and good work discipline, it will further improve employee performance.

From the results of observations related to work supervision, there are indications of a lack of realization of a good supervisory function. Weak supervisory function in impacting employees resulting in a lack of employee discipline. One of them is the problem of employee non-compliance with the working hours set by the company. There are still employees who are negligent in carrying out their duties and work for which they are responsible, because the leadership is not strict enough to enforce employee discipline.

In an effort to improve the performance of employees of an organization must pay attention to the work environment, especially the non-physical work environment. According to Sedarmayanti (2012: 1) defines "work environment is the whole tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. The non-physical work environment is all conditions that occur related to work relationships, both

relationships with superiors and relationships among co-workers, or relationships with subordinates. With a good work environment, this feeling of joy and pleasure can influence employees to work more actively and enthusiastically.

For non-physical environmental problems at the PT Angkasa Pura II (Persero) Hang Nadim Airport Batam branch, seen from the working relationship with colleagues there are still work conflicts which are often caused by communication that is not well established. There are also seen employees who do not always want to help other employees who are doing other tasks while the employee is not active.

The non-physical work environment and supervision are closely related to employee performance, especially in completing tasks. If a company wants to achieve the desired goals, the company must improve employee performance. This performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an agency's results.

THEORETICAL REVIEW

Surveillance (X1)

Supervision is a process for determining what is being implemented, evaluating the implementation and if necessary implementing corrective actions in such a way that the implementation is according to plan. (George R. Terry, 2014: 232). With the following indicators, (1) Determination of Implementation Standards, (2) Determination of Implementation Measurements, (3) Measurement of Activity Implementation, (4) Taking Corrective Actions (Handoko, 205:63)

Non-Physical Work Environment (X2)

The non-physical work environment is all conditions that occur related to work relationships, both with superiors and with fellow co-workers, or with subordinates. (Sedarmayanti, 2017:95). With the following indicators, (1) Work Procedures, (2) Work Standards, (3) Relations between superiors and subordinates, (4) clarity of tasks, (5) Relations between Employees (Sedarmayanti, 2017:99)

Performance (Y)

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, (Mangkunegara, 2009:75). With the following indicators, (1) Individual KPI (2)

Competence (Regulation of the Directors of PT. Angkasa Pura II (Persero) Number: PD. 03.04/07/2016/0040)

Framework

Supervision has a relationship with employee performance. With supervision, employee performance will be more controlled. As stated by Kadarisman (2012: 192) Supervision is a managerial activity carried out with the intention that there are no irregularities in carrying out work. A deviation or error occurs or not during the execution of work depending on the ability and skill level of the employees.

Environmental conditions can affect employee performance as stated by Robbins (2016: 36), that employees pay great attention to their work environment, both in terms of personal comfort and ease of doing a good job.

With good supervision in the work environment by providing complete facilities and a good supervision system such as providing security so that all employees are comfortable, this can improve good employee performance. Supported by Putranto's research results (2018) concluded that employee performance is influenced by the work environment and supervision.

The description of this research framework can be seen in the following figure:

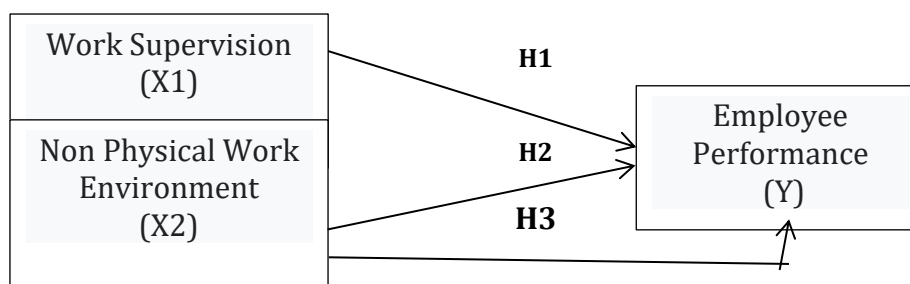


Figure 1 Thinking Framework

Source: Kadarisman (2012), Robbins (2016)

Research Hypothesis

Based on the formulation of the problem above and related to the existing theory, the writer tries to make a hypothesis, namely:

1. It is suspected that work supervision has a significant effect on the performance of the Avsec unit employees of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch.
2. It is suspected that the non-physical work environment has a significant effect on the performance of the Avsec unit employees of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch.
3. It is suspected that the influence of work supervision and the non-physical work environment has a significant effect on the performance of the employees of the Avsec unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch.

RESEARCH METHODS

The research variables consist of two variables. The first variable is the independent variable, namely Work Supervision and Non-Physical Work Environment. The second variable is the dependent variable, namely Employee Performance. The population is defined as a collection of elements that have certain characteristics that have the same opportunity to be selected as members of the sample (Sugiyono, 2014:69). The population in this study are all permanent employees at the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch in 2021 as many as 68 people. Sampling for research according to Arikunto (2014: 112), if the subject is less than 100 people it should be taken altogether, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. Of the total population, then a sample of permanent employees was taken at the AVSEC Unit of PT Angkasa Pura II (Persero) Batam Hang Nadim Airport Branch as many as 68 people. The determination of the number of samples used by the authors in this study is the census method based on the provisions put forward by Sugiyono (2014: 61-63), which says that: Saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sample is census. To collect all the information needed to prove the hypothesis, the authors conducted a research questionnaire which later converted qualitative data into quantitative data. The determination of the number of samples used by the authors in this study is the census method based on the provisions put forward by Sugiyono (2014: 61-63), which says that: Saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sample is census. To collect all the information needed to prove the hypothesis, the authors conducted a research questionnaire which later converted qualitative data into quantitative data. The determination of the number of samples used by the authors in

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RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Table 2 Results of Multiple Regression Calculations
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	0.487	3,403		0.143	0.887
1 work supervision	0.393	0.117	0.444	3,373	0.002
work environment	0.268	0.075	0.467	3,552	0.001

a. Dependent Variable: performance

Source: SPSS Processed Data, 2022

Data from respondents' responses were then distributed into the SPSS program to find out how the influence of these factors can be seen using linear regression analysis obtained using the SPSS program so that the following equation can be obtained:

$$Y = 0.487 + 0.393 X + 0.268 X + 12$$

The meaning of the numbers in the equation above are as follows:

1. The constant value is 0.487, meaning that if work supervision and the non-physical work environment are worth 0, then the performance is positive (0.487)
2. The regression coefficient value of the work supervision variable is positive, namely 0.393, meaning that every increase in work supervision by 1 unit will increase employee performance by 0.393 units.
3. The regression coefficient value of the non-physical work environment variable is positive, namely 0.268, meaning that every increase in the non-physical work environment by 1 unit will increase employee performance by 0.268 units.

Partial Test (t-test)

**Table 3 Calculation results of the t test
Coefficients^a**

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work environment	0.268	0.075	0.467	3,552	0.001

a. Dependent Variable: performance

Source: SPSS Processed Data, 2022

The results of the t test above are as follows:

1. Work supervision variable, t count is 3.373 while t-table is 1.668 because t count > from t table then Ho is rejected, so there is a significant effect of the work supervision variable on employee performance variables.
2. Work environment variable, t count is 3.552 while t-table is 1.668 because t count > from t table then Ho is rejected, so there is a significant influence of work environment variables on employee performance variables.

Simultaneous Test (Test F)

**Table 4 F Test Calculation Results
ANOVA^a**

Model		Sum of Squares	Df	MeanSquar e	F	Sig.
1	Regression	381,054	2	190,527	41,518	,000
	Residual	156,028	66	4,589		b
	Total	537,081	68			

a. Dependent Variable: performance

b. Predictors: (Constant), work environment, work supervision

Source: SPSS Processed Data, 2022

Acquired F count = 41.518 > F table (0.05); (2); (65) = 3.14, then H_0 is rejected or significant according to the conditions, so that the variables of work supervision and non-physical work environment together have a significant effect on employee performance at the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Branch Batam .

Analysis of the Coefficient of Determination

Table 5 Calculation of the Coefficient of Determination
Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	0.842a	0.709	0.692	2.14221	1,537

a. Predictors: (Constant), work environment, work supervision

b. Dependent Variable: performance

Source: SPSS Processed Data, 2022

From the calculation results, the R^2 value is 0.692. This means that the contribution of the influence of supervision and work environment variables to the performance variable is 69.2% while the remaining 30.8% is influenced by other variables not included in this study.

DISCUSSION

1. Effect of Work Supervision on Performance

The results of respondents' responses related to work supervision variables, it can be concluded that the highest response of respondents regarding implementation standards with an average number of respondents' responses was 3.68, this means that employees feel good at work carried out in accordance with the standards set by the company, the standards set also based on the position and ability of employees to work so that tasks can be completed properly.

The results of low responses regarding corrective actions with an average score of 3.14, this means that the implementation of supervision carried out by superiors on employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Branch of Hang Nadim Airport Batam has not been fully carried out optimally so that it does not can find out directly what mistakes are made by employees. This can have an impact on decreasing employee performance.

From the results of data processing it is known that work supervision has a significant effect on employee performance, which is evidenced by the t-count value of 3.373 while the t-table is 1.668 because $t_{count} > t_{table}$ then H_0 is rejected. This is consistent with research conducted by Bambang Widjanarko Susilo (2020), which states that supervision has a positive and significant effect on employee performance.

To improve employee performance, it is necessary to increase supervision in accordance with the wishes of employees, and improve the quality of employee performance. The oversight function in the implementation of company management is very necessary to prevent various obstacles to the implementation of every organizational activity within a company or business entity, both government and private. The expected effect of the implementation of the supervisory function is an increase in company performance and employee performance.

Employee performance is related to the ability of each employee to carry out their duties in a timely manner and in accordance with the specified results. The process of achieving performance in accordance with the standard results determined by the company involves the use of logic to find the most economical ways to carry out work tasks, carried out by superiors to employees of the AVSEC Unit of PT Angkasa Pura II (Persero) HAng Nadim Airport Branch Batam not yet complete done optimally so that it cannot know directly what mistakes were made by employees. This can have an impact on decreasing employee performance.

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Employee performance is related to the ability of each employee to carry out their duties in a timely manner and in accordance with the specified results. The process of

achieving performance in accordance with the results that have been standardized by the company involves using logic to find the most economical ways to carry out work tasks.

2. Influence of Non-Physical Work Environment on Performance

From the overall results of respondents' responses related to non-physical work environment variables, it can be concluded that the highest response of respondents regarding work standards with an average number of respondents' responses of 3.83, this means that employees feel good at work carried out in accordance with the standard setting of company, the standards set are also based on the position and ability of employees to work so that tasks can be completed properly.

The results of low responses regarding clarity of work with an average score of 3.52, this means that there are still employees who feel there is no clarity in working, especially the set additional working hours, while working hours have run out but if there are problems related to security airport, employees must also go down and handle it.

From the results of data processing it is known that the work environment has a significant effect on the performance of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Batam Airport Branch, this is evidenced by the t count is 3.552 while the t-table is 1.668 because t count > from t table then H_0 rejected, so that there is a significant effect of the work environment variable on employee performance variables. The results of Rara Saraswati's research. (2020) stated that the non-physical work environment has a significant influence on employee performance.

The work environment must be owned by every employee and must be cultivated among employees so that it can support the achievement of organizational goals because it is a form of compliance with work rules and also as self-responsibility towards the company.

The non-physical work environment is all conditions that occur related to work relations, both working relations with superiors and co-workers, or relations with subordinates. Humans will be able to carry out their activities properly, so that an optimal result is achieved, if one of them is supported by appropriate environmental conditions.

One way that companies can do to create a comfortable work environment, as the researchers explained above, is by maintaining good relations between employees in the company's work environment, because if the relationship is well established, the thoughts and feelings of each individual worker will be positive. and fun, conversely if the non-physical work environment is not well established, or there is a gap between

employees, it will cause bad feelings and thoughts and can make the workplace environment uncomfortable.

3. Effect of Work Supervision and Non-Physical Work Environment on Performance

From the simultaneous test results it is known that work supervision and non-physical work environment together have a significant effect on employee performance, as evidenced by the F count = 41.518 > F table (0.05); (2); (65) = 3.14, then H_0 is rejected or significant according to the conditions, so that the variables of work supervision and non-physical work environment together have a significant effect on employee performance at the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Branch Batam .

R^2 value 0.692. This means that the contribution of the influence of supervision and work environment variables to the performance variable is 69.2% while the remaining 30.8% is influenced by other variables not included in this study. This is in accordance with the results of Putranto's research (2018) which states that work environment variables and supervision together have a positive effect on employee performance.

Work supervision is very necessary in the implementation of ongoing organizational activities so that they can be achieved according to the objectives so as to improve the performance of its employees. With good supervision, the planned goals will be achieved effectively and efficiently. Furthermore, the existence of supervision will also provide an increase in employee performance.

The work environment is one of the things that need attention, where the work environment is the most important thing that can affect employee performance because the work environment can determine whether or not the performance of employees in a company is good. So it can be concluded that the creation of a good work environment will affect performance, because if the work environment in the company is comfortable and safe and good relationships are established among co-workers, superiors, or subordinates then it can improve its performance so that company goals can be achieved properly.

CONCLUSION

From the results of research that has been done, it can be concluded in this study, among others:

1. Partially, work supervision has a significant effect on the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch.
2. Partially, the non-physical work environment has a significant effect on the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch.
3. Simultaneously work supervision and non-physical work environment have a significant effect on the performance of employees of the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch.
4. R2 value of 0.692. This means that the contribution of the influence of supervision and work environment variables to the performance variable is 69.2% while the remaining 30.8% is influenced by other variables not included in this study.

Suggestion

As for suggestions that the author can give and might become input for the AVSEC Unit of PT Angkasa Pura II (Persero) Hang Nadim Airport Batam Branch, namely:

1. Superiors must implement routine and active supervision of employees, both directly and indirectly so that employees work more disciplined in accordance with their respective responsibilities, such as superiors making direct observations in the field to see the work of employees.
2. Superiors in the company must continue to pay attention to the non-physical work environment, one of which is by improving good and harmonious working relations with employees so that employees feel cared for and become more enthusiastic at work, such as superiors inviting employees to do sports activities together and gathering fellow employees.
3. Superiors should be firm in assessing the performance of employees in the field, among others, by directing employees if employees find it difficult to work, such as superiors giving rewards and punishments.
4. For future researchers, this should be used as reference material and be able to develop this research with different objects so that the research results obtained are even better.

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