# ANALYSIS OF THE INFLUENCE OF SALARY AND SUPERVISION ON EMPLOYEE JOB SATISFACTION AT CV MANDIRI SINAR TERANG HAMPARAN PERAK

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**Abstract**

*This research is entitled "Analysis of the Effect of Salary and Supervision on Employee Job Satisfaction at CV. Mandiri Bright Rays of Silver Expanse." The sampling technique in this research was using the Arikunto technique so that the sample in this research was 52 respondents. Data collection techniques in this research were carried out by distributing questionnaires, documentation studies and interviews. The types and sources of data used are primary data and secondary data. The data analysis technique in this research uses quantitative data analysis with computer assistance through the SPSS (Statistical Package for Social Science) version 25 program.*

*Keywords:* ***Salary, Supervision, Job Satisfaction***

## 1. INTRODUCTION

In the era of globalization, the most important thing for every nation is human resources. Human resources are central figures in organizations and companies. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. Human resources are one of the factors that greatly influence a company. Every company must own and manage its human resources well so that their function can be optimized in achieving the company's goals. Human resource management is a very important element of the management function. If human resources are not managed well, effectiveness will decline more quickly. Companies must pay attention to the problems of their employees, one of which is employee job satisfaction, which is a separate issue for employees that the company must pay attention to, because it is related to doing the job. Companies must also pay attention to the needs of their employees, both in terms of the facilities and infrastructure used, and in terms of salaries or wages. This research was conducted at CV. Mandiri Sinar Terang is located in Hamparan Perak District, Deli Serdang Regency, North Sumatra. CV. Mandiri Sinar Terang is a company engaged in manufacturing, such as the production of mattresses, mattresses and spring beds, which was founded in 2020. This company functions as a place to process foam into mattresses, mattresses and spring beds. According to Law Number 13 of 2003, the Government sets a minimum wage based on the needs of a decent living by taking into account productivity and economic growth.

The minimum wage is determined by the governor of each province taking into account the recommendations of the Provincial Wage Council and/or Regent/Mayor. Based on Governor's Decree number 188.44/998/KPTS/2023 concerning RMW (Regency/City Minimum Wage) in North Sumatra Province for 2024, the decision stipulates that the Deli Serdang Regency Minimum Wage for 2024 is IDR. 3,505,076. The results of initial observations that researchers made on CV. Mandiri Sinar Terang found a factor that causes employee job dissatisfaction, namely a lack of enthusiasm for work so that the level of employee discipline is low. Apart from that, many employees are unable to complete the work targets given. The phenomenon that occurs regarding salaries on CVs. Mandiri Sinar Terang found that the salary received by employees was below the Employee/City Minimum Wage of 76.92% with a total of 40 employees where after interviews with several employees showed that employee job dissatisfaction was caused by the salary received not being in accordance with what the employees expected. The phenomenon that occurs regarding supervision on CV. Mandiri Sinar Terang after conducting interviews with several employees found that there was still a lack of supervision to determine employee performance, namely that the leadership rarely interacted directly with their subordinates to see whether each employee had arrived at work on time or not.

It is known that the highest number of employees with permits will be in 2024, with 18 people being permitted, 13 sick and 15 people on leave. And it can also be seen that the number of alpha employees from 2020 to 2024 has increased. The increasing number of employees who are absent without information indicates a lack of leadership in supervising their employees so that many employees lack discipline at work. It can be concluded that these conditions can influence employee job satisfaction at CV. Mandiri Bright Rays of Silver Expanse. This can cause employees to not comply with working hours' regulations, due to lack of supervision from leadership. In this company, not all employees can actually work well without supervision. Supervision here is a control that can control the company's progress well. When the company pays attention to the things above as a problem that must be resolved, the company will be able to provide job satisfaction to employees and the company's goals will be achieved. Based on the problems above, researchers became interested in researching this problem in scientific research entitled: "Analysis of the Effect of Salary and Supervision on Employee Job Satisfaction at CV. Mandiri Bright Rays of Silver Expanse."

Formulation of the problem:

1) Does salary have a positive and significant effect on employee job satisfaction at CV. Mandiri Sinar Terang Hamparan Perak?
2) Does supervision have a positive and significant effect on employee job satisfaction at CV. Mandiri Sinar Terang Hamparan Perak?
3) Do salary and supervision have a positive and significant effect simultaneously on employee job satisfaction at CV. Mandiri Sinar Terang Hamparan Perak?
4)

## 2. LITERATURE REVIEW

### 2.1 Job Satisfaction

According to (Hasibuan, 2017) job satisfaction is an emotional attitude that is pleasant and loves one's job. This behavior is reflected in discipline, work morale and work performance. Job satisfaction is an interesting problem in company management because it has a big influence on both employees and the company. For employees, job satisfaction will create pleasant feelings at work.

(Hasibuan, 2017) suggests several indicators of job satisfaction, namely:

1. Loves his job
   Most people try to do their best for their work, until boredom arises in humans. However, this can be overcome by loving your job. By loving one's work, a sense of belonging to one's work.
2. Discipline
   Conditions that are created and formed through the process of a series of behaviors that demonstrate the values of obedience, compliance, loyalty, regularity and/or order. To create work discipline, there is a need for cooperation between superiors and subordinate employees, in order to create a conducive work environment that encourages employees to work optimally.
3. Work morale
   Work morale is useful and can be used for various purposes which are closely related to efforts to foster relationships between employees, formal and informal communication and the establishment of discipline.
4. Work performance
   The work results achieved by a person in carrying out the tasks assigned to him are based on skill, seriousness and time. Job performance assessment is very important to evaluate the extent to which employees have carried out the assigned tasks well.

## 2.2 Salary

According to (Rivai, 2018) salary is remuneration in the form of money that employees receive as a consequence of their status as employees who contribute to achieving company goals that someone receives because of their position in the company. Salary is part of the settlement system carried out by a company. (Rivai, 2018) divides aspects of salary satisfaction into four sub-dimentations:

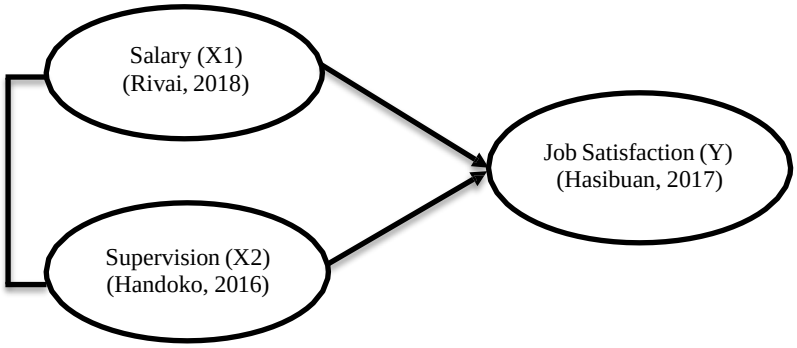
1. Pay Level, namely how much fairness there is in receiving employee salaries.
2. Compensation (Benefit), namely several advantages or benefits received by employees.
3. Pay Raise, namely how much salary increase is appropriate to needs.
4. Payroll structure and administration, namely: how to determine the size of salary based on level or position in a company.

## 2.3 Supervision

According to (Handoko, 2016) supervision is a systematic effort to establish implementation standards with planning objectives, design a feedback information system, compare real activities with previously established standards, determine and measure deviations, and take corrective actions necessary to ensure that company resources are used in the most effective and efficient way in achieving company goals. According to (Handoko, 2016) indicators of effective supervision can be detailed as follows:

1. Accurate
   Information about the implementation of activities must be accurate, inaccurate data from monitoring systems can cause the organization to take erroneous corrective actions or even create actual problems.
2. Punctual
   Information must be collected, submitted and evaluated as soon as possible if corrective activities must be carried out immediately.
3. Objective and thorough
   Information must be easy to understand and objective and complete.
4. Focused on strategic monitoring points
   The monitoring system must focus attention on areas where deviations from standards occur most frequently or which will result in the most fatal damage.
5. Economically realistic
   The cost of implementing a monitoring system must be lower, or at least equal, to the utility obtained from the system.
6. Organizationally realistic
   The monitoring system must be suitable or harmonious with the realities of the organization.
7. Coordinated with the organization's work flow
   Monitoring information must be coordinated with the organization's work flow, because;
   a. Each stage of the work process can influence the success or failure of the entire operation, and
   b. Surveillance information must reach all personnel who need it.
8. Flexible
   Supervision must have the flexibility to provide responses or reactions to threats or opportunities from the environment.
9. Serves as guidance and operations
   An effective monitoring system must indicate, whether detection or deviation from standards, what corrective action should be taken.
10. Accepted by members of the organization
    The supervision system must be able to direct the work implementation of organizational members by encouraging feelings of autonomy and responsibility for achievement.

### 2.4 Frame Work




*Source: Data Processed (2024)*

Figure 1 Conceptual Wireframe

## 3. IMPLEMENTATION METHOD

When carrying out an analysis, it is necessary to determine the type or method for determining the analysis. This study was conducted at CV. Mandiri Sinar Terang which is located in Hamparan Perak District, Deli Serdang Regency, North Sumatra and used quantitative methods. According to (Arikunto, 2018) the population is the entire research subject. The population in this study were all CV employees. Mandiri Sinar Terang, totaling 52 employees. The sample is part of the number and characteristics of the population. According to (Arikunto, 2018) if the population is less than 100 people, then the entire sample size is taken, but if the population is greater than 100 people, then 10%-15% or 20%-25% of the population can be taken. Based on the definition above, the sample in this study is all CV employees. Mandiri Sinar Terang, namely 52 employees. The data collection techniques used in this research are documentation studies, questionnaires and interviews. The data analysis techniques used in this research are multiple linear regression, data quality testing, classical assumption testing and hypothesis testing.

## 4. RESULTS AND DISCUSSION

### 4.1 Multiple Linear Regression Testing

Table 1 Multiple Linear Regression Testing Formula

| $Y = \alpha + \beta 1\ X1 + \beta 2\ X2 + e$ |
|---|

Source: (Sugiyono, 2018)

The results of multiple linear regression testing carried out with the help of the SPSS Version 25 application can be seen in Table 2 below:

Tabel 2 Multiple Linear Regression Testing

| Coefficients [a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 37.961 | 6.260 | | 6.064 | .000 |
| | Salary (X1) | .055 | .108 | .077 | .513 | .610 |
| | Supervision (X2) | .004 | .151 | .004 | .023 | .981 |

Source: SPSS Processing Results Version 25.0 (2024)

Based on the data in table 4.9 above, the regression equation obtained is: Y = 37,961 + 0,055 X1 + 0,004X2 + e

The interpretation of the multiple linear regression equation above is as follows:

1. The value a = 37.961 shows that if the independent variables, namely Salary (X1) and Supervision (X2) are constant or there is no change, then Job Satisfaction (Y) is 37.961.
2. The regression coefficient value X1 = 0.055 shows that if the salary increases by 100% it will result in increased job satisfaction of CV. Mandiri Sinar Terang by 5.5%. The contribution made by salary to job satisfaction is 5.5%.
3. The regression coefficient value X2 = 0.004 shows that if supervision increases by 100% it will result in increased CV job satisfaction. Mandiri Sinar Terang by 0.4%. The contribution made by supervision to job satisfaction is 0.4%.

### 4.2 Data Quality Testing

#### 4.2.1 Validity test

It is known that the rtable value in this research is sought from the distribution of statistical rtable values which is based on the df (degree of freedom) value in the research. The df formula is n-2, thus 52-2 = 50. In the distribution, the rtable value for n50 at 5% significance is 0.279.

Table 3 Salary Validity Test (X1)

| Item | Corrected Item-Total Correlation | rtabel | Information |
|---|---|---|---|
| X1.1 | 0.588 | 0,279 | Valid |
| X1.2 | 0.619 | 0,279 | Valid |
| X1.3 | 0.572 | 0,279 | Valid |
| X1.4 | 0.631 | 0,279 | Valid |
| X1.5 | 0.495 | 0,279 | Valid |
| X1.6 | 0.547 | 0,279 | Valid |
| X1.7 | 0.516 | 0,279 | Valid |
| X1.8 | 0.595 | 0,279 | Valid |
| X1.9 | 0.593 | 0,279 | Valid |
| X1.10 | 0.572 | 0,279 | Valid |
| X2.1 | 0,453 | 0,279 | Valid |
| X2.2 | 0,559 | 0,279 | Valid |
| X2.3 | 0,437 | 0,279 | Valid |
| X2.4 | 0,408 | 0,279 | Valid |
| X2.5 | 0,571 | 0,279 | Valid |
| X2.6 | 0,362 | 0,279 | Valid |
| X2.7 | 0,366 | 0,279 | Valid |
| X2.8 | 0,508 | 0,279 | Valid |
| X2.9 | 0,398 | 0,279 | Valid |
| X2.10 | 0,640 | 0,279 | Valid |
| Y.1 | 0,579 | 0,279 | Valid |
| Y.2 | 0,396 | 0,279 | Valid |
| Y.3 | 0,455 | 0,279 | Valid |
| Y.4 | 0,503 | 0,279 | Valid |
| Y.5 | 0,341 | 0,279 | Valid |
| Y.6 | 0,348 | 0,279 | Valid |
| Y.7 | 0,313 | 0,279 | Valid |
| Y.8 | 0,532 | 0,279 | Valid |
| Y.9 | 0,492 | 0,279 | Valid |
| Y.10 | 0,664 | 0,279 | Valid |

Source: SPSS Processing Results Version 25.0 (2024)

The results of the validity testing above show that all rcount values or Corrected Item-Total Correlation are greater than rtable, namely 0.279. So it can be concluded that all the statement items used in the questionnaire are proven to be valid and suitable for use for further testing.

### 4.2.2 Reliability Test

If the Cronbach's Alpha value is > 0.600 then the question on the variable meets the requirements to be said to be reliable.

Tabel 4 Salary Variable Reliability Test (X1)

| Reliability Statistics | | |
|---|---|---|
| Variabel | Cronbach's Alpha | N of Items |
| Salary (X1) | .863 | 10 |
| Supervision (X2) | .799 | 10 |
| Job Satisfaction (Y) | .792 | 10 |

Source: SPSS Processing Results Version 25.0 (2024)

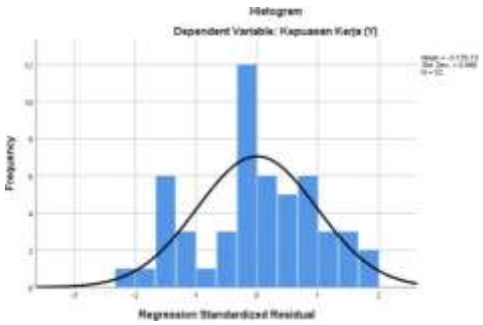
The reliability test results show that the resulting Cronbach's Alpha value is greater than 0.600 so that the test results state that they meet the requirements. It can be concluded that the salary variable (X1), supervision (X2) and job satisfaction (Y) are said to be reliable.

## 4.3 Classical Assumption Testing

### 4.3.1 Data Normality Test

Testing whether the residuals are normally distributed or not can be done by means of the histogram test, P-P Plot and statistical analysis via the Kolmogorov-Smirnov Test.

#### 4.3.1.2 Histogram Test

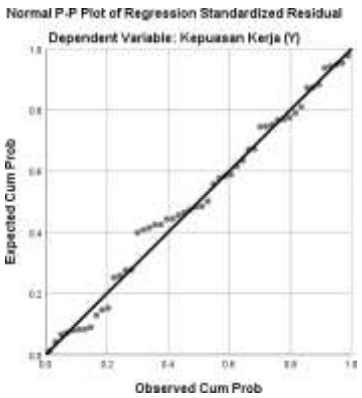



Source: SPSS Processing Results Version 25.0 (2024)

Figure 2 Histogram Curve Data Normality Test

The normality histogram curve shows that the image has a graph that forms a curve and is located in the middle or has a bell-like pattern. It was concluded that the data is normally distributed.

#### 4.3.1.2 P-P Plot




Source: SPSS Processing Results Version 25.0 (2024)
Figure 3 Data Normality Test Graph with P-P Plot

#### 4.3.1.3 Kolmogorov-Smirnov test

Tabel 5 Normality Test Using the Kolmogrov-Smirnov Method

| One-Sample Kolmogorov-Smirnov Test | | |
|---|---|---|
| | | Unstandardized Residual |
| N | | 52 |
| Normal Parametersa,b | Mean | .0000000 |
| | Std. Deviation | 2.25712050 |
| Most Extreme Differences | Absolute | .108 |
| | Positive | .069 |
| | Negative | -.108 |
| Test Statistic | | .108 |
| Asymp. Sig. (2-tailed) | | .189c |

Source: SPSS Processing Results Version 25.0 (2024)

It is known that the significant value is 0.189. This significant value is greater than 0.050. This means that based on the Kolmogorov-Smirnov test, the data used is normally distributed. So it can be concluded that the data in this study has met the requirements for use.

### 4.3.2 Multicollinearity Test

The values used for Tolerance > 0.100 and VIF < 10. The results of the multicollinearity test analysis can be presented in the table below:

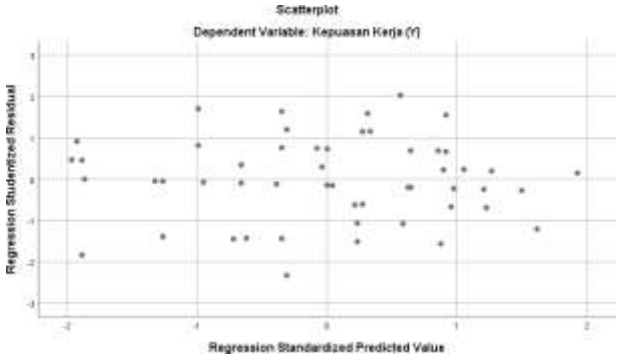
Table 6 Multicollinearity Test

| Coefficientsa | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | Beta | | | Tolerance | VIF |
| 1 | (Constant) | | 6.064 | .000 | | |
| | Salary (X1) | .077 | .513 | .610 | .891 | 1.122 |
| | Supervision (X2) | .004 | .023 | .981 | .891 | 1.122 |

Source: SPSS Processing Results Version 25.0 (2024)

The data processing above shows that the salary (X1) and supervision (X2) variables have a tolerance value of 0.891, where the value is greater than 0.100 and have a VIF value of 1.122, where the value is smaller than 10. So it is concluded that the salary (X1) and supervision variables (X2) is free from multicollinearity problems.

### 4.3.3 Heteroscedasticity Test




Source: SPSS Processing Results Version 25.0 (2024)
Figure 4 Heteroskedasticity Test Scatterplot Graph

The 52 data points are spread randomly both above and below the number 0 on the Y axis, do not form a clear pattern and are not clustered in one place. This means that heteroscedasticity does not occur in the regression model.

### 4.3.4 Autocorrelation Test

a. If the DW number is below -2, it means there is positive autocorrelation.
b. If the DW number is between -2 and +2, it means it is not autocorrelated.
c. If DW is above +2 it means there is positive autocorrelation.

Table 7 Autocorrelation Test With Durbin Watson (DW) Test

| Model Summaryb | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .079a | .006 | -.034 | 2.303 | 2.155 |

Source: SPSS Processing Results Version 25.0 (2024)

The data processing above shows that the Durbin Watson (DW) value in the Summary Model is 2.155, which means that a DW value above +2 means that there is positive autocorrelation.

### 4.4 Hypothesis Testing

### 4.4.1 Partial Test (t-test)

The following is the ttable calculation: Ttable

= t (a/2 ; n-k-1)
= t (0,05/2 ; 52-3-1)
= 0,025 ; 48
= 2,011

Table 8 Partial Test (t Test)

| Coefficients[a] | | | |
|---|---|---|---|
| Model | | t | Sig. |
| 1 | (Constant) | 6.064 | .000 |
| | Salary ($X_1$) | 2.513 | .010 |
| | Supervision ($X_2$) | 2.023 | .008 |

Source: SPSS Processing Results Version 25.0 (2024)

From the data in Table 8 above, conclusions can be drawn:

a) Influence of Salary (X1) on Job Satisfaction (Y)

The results of the t-test show that the tcount of the salary variable (X1) is 2.513 with a ttable value of 2.001, so it is known that the tcount > ttable. The significant t value of the salary variable (X1) is also smaller than 0.050, namely 0.010, so reject Ho and accept Ha. So it can be concluded that there is a positive and significant influence of salary (X1) on job satisfaction (Y).

b) The Effect of Supervision (X2) on Job Satisfaction (Y)

The results of the t-test show that the tcount of the monitoring variable (X2) is 2.023 with a ttable value of 2.001, so it is known that the tcount > ttable. The significant t value of the salary variable (X1) is also smaller than 0.050, namely 0.008, so reject Ho and accept Ha. So it can be concluded that there is a positive and significant influence of supervision (X2) on job satisfaction (Y).

### 4.4.2 Simultaneous Test (f-Test)

The tables in this research are as follows:

DF1 = K – 1 = 3 – 1 = 2

DF2 = N – K = 52 – 3 = 48

So the resulting Ftable is 3.190.

After that, compare the Fcount value with the Ftable value.

Table 9 Simultaneous Test (f Test)

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.618 | 2 | .809 | 3.531 | .009[b] |
| | Residual | 259.824 | 49 | 5.303 | | |
| | Total | 261.442 | 51 | | | |

Source: SPSS Processing Results Version 25.0 (2024)

It is known that the significant value obtained is 0.009. This value is much smaller than 0.050 so accept Ha and reject Ho. It is also known that Fcount > Ftable because 3.531 is greater than 3.190. In other words, accept Ha and reject Ho. It can be concluded that the regression model in this research, namely salary (X1) and supervision (X2), simultaneously has a positive and significant effect on job satisfaction (Y).

### 4.4.3 Determination Test (R2)

Table 10 Salary Determination Coefficient Test on Job Satisfaction

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .809[a] | .721 | .712 | 2.420 |

Source: SPSS Processing Results Version 25.0 (2024)

The results of the determination test based on table 10 can be explained as follows:

The resulting R Square figure is 0.721 which indicates that 72.1% of job satisfaction can be obtained and explained by salary and supervision. Meanwhile, the remaining 27.9% can be explained by other factors that were not discussed, such as mentally challenging work, suitability factors between personality and work, and others. The resulting R value is 0.809. This R value shows a very strong or very close relationship between salary (X1) and supervision (X2) on job satisfaction (Y).

## 5. DISCUSSION OF RESEARCH RESULTS

a. The Influence of Salary on Employee Job Satisfaction CV. Mandiri Sinar Terang

The results of this research explain that salary has a positive and significant effect on CV employee job satisfaction. Mandiri Sinar Terang. This can be seen from the multiple linear regression analysis through the t test which has a positive sign of 0.055 with a tcount value of

2.513 and a ttable value of 2.011, so it is known that the tcount > ttable value and a significant value of 0.010 (sig < 0.050). This shows that the hypothesis H1 proposed has been tested and can be accepted. The positive direction shows that if salary increases, employee job satisfaction will increase, conversely, if salary decreases, employee job satisfaction will also decrease.

b. The Effect of Supervision on Employee Job Satisfaction CV. Mandiri Sinar Terang
The results of this research explain that supervision has a positive and significant effect on CV employee job satisfaction. Mandiri Sinar Terang. This can be seen from the multiple linear regression analysis through the t test which has a positive sign of 0.004 with a tcount value of 2.023 and a ttable value of 2.011, so it is known that the tcount > ttable value and a significant value of 0.008 (sig < 0.050). This shows that the hypothesis H2 proposed has been tested and can be accepted. The positive direction shows that if supervision increases, job satisfaction will increase, conversely, if supervision decreases, employee job satisfaction will also decrease.

c. The Influence of Salary and Supervision on Employee Job Satisfaction CV. Mandiri Sinar Terang
The results of this research explain that salary and supervision simultaneously have a positive and significant effect on CV employee job satisfaction. Mandiri Sinar Terang. This can be seen from the multiple linear regression analysis through the f test which has a positive sign with a tcount value of 3,531 and a ttable value of 3.190, so it is known that the tcount > ttable and the significant value is 0.009 (sig < 0.050). This shows that the proposed hypothesis H3 has been tested and can be accepted. The positive direction shows that every time there is an increase in salary and supervision simultaneously, CV employee job satisfaction will increase. Mandiri Sinar Terang.

## 6. CONCLUSION

Based on the research results and discussion of data analysis above, in this research the following conclusions can be drawn: (1) Salary partially has a positive and significant effect on CV employee job satisfaction. Mandiri Sinar Terang Hamparan Perak, (2) Partial supervision has a positive and significant effect on CV employee job satisfaction. Mandiri Sinar Terang Hamparan Perak, and (3) Salary and supervision simultaneously have a positive and significant effect on CV employee job satisfaction. Mandiri Bright Rays of Silver Expanse.

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