

The Effect of Wage Systems and Supervision on Organizational Commitment and Its Implications on Employee Performance at PT Karya Borneo Selaras

Muhammad Fauzan Fahlevi , Dirga Lestari , Sri Mintarti
Mulawarman University

ABSTRACT: *This study aims to examine the effect of remuneration and supervision systems on organizational commitment and its implications for employee performance at PT Karya Borneo Selaras. The sampling technique used is by taking the entire population or the entire workforce, so the sample used in this study is 45 workers using the Saturated Sample technique, totaling 45 samples of the workforce. This research uses the Smart PLS 3.0 analysis tool. The results of the analysis of the existing data showed that the Wage System Variable had a significant positive effect on the Organizational Commitment variable. Supervision variable has a significant positive effect on the Commitment variable Organizational. The Wage System variable has a significant positive effect on the Employee Performance variable. The Supervision variable has a significant positive effect on the Employee Performance variable. Organizational Commitment variable has a significant positive effect on the Employee Performance variable. And then there is an indirect effect between the Wage System, Organizational Commitment and Employee Performance variables. The result of the coefficient value is positive so it can be concluded that if the Wage System obtained is in accordance with the expected Organizational Commitment, it will indirectly improve Employee Performance. Based on this, the Organizational Commitment variable can be expressed as a partial mediation variable in this study and also there is an indirect effect between the variables Supervision, Organizational Commitment and Employee Performance. The result of the coefficient value is positive but not significant, so it can be concluded that if the supervision obtained is in accordance with the expected organizational commitment, it will not indirectly improve employee performance. Based on this, the Organizational Commitment variable cannot be stated as a partial mediation variable or partial mediation.*

KEYWORDS: *Wage System, Supervision, Organizational Commitment, Employee Performance*

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I. INTRODUCTION

East Kalimantan Province is the second largest province after Papua which has very abundant natural resources, most of which have not been utilized optimally. East Kalimantan has a land area of 127,267.52 km² and a sea management area of 25,656 km² with the capital city of Samarinda. The plantation sector plays an important role in the successful implementation of the East Kalimantan economic transformation strategy. In supporting this strategy, plantations play a very important role, especially oil palm, which is the main commodity of plantations. Moreover, Pertamina is focusing on developing the production of environmentally friendly fuel, palm oil or *crude palm oil (CPO)* into one of the main commodities of new and renewable energy (EBT) which is used to substitute fossil fuels and produce environmentally friendly energy.

In addition to increasing the workforce to work in HTI, companies must instill in the workforce to be committed to carrying out their work and of course by having a commitment to work, the productivity of the workforce will be better and can attract other workers if working in HTI will earn enough to meet the needs of the workforce. Several methods that companies can apply to increase their workforce are working with contractors, because these contractors will produce a lot of workers to work in HTI. To have a long cooperation with this contractor, good communication relationships and clear data from the company are needed. This communication can be interpreted as weekly/monthly meetings so that complaints from contractors can be heard and resolved together and clear data such as monthly work plan data (RKB) which must be conveyed clearly and accurately to the contractor. So that the contractor can convey to the workforce clearly and look for workers according to the needs of the company.

Contractors also have several methods to absorb workers to want to work, among others, by conveying accurate and clear information data to workers from the beginning such as how much daily/monthly wages will be received, what incentives will be received and also what facilities are provided. will be given. With the

clarity of the information, the workforce will also calculate whether they want to work or not. If what is conveyed at the beginning is in accordance with what they get while working, then the workforce will convey to other workers that this contractor is committed to what was conveyed at the beginning. In this way, more workers will come. There are several things that contractors can do so that workers can have a commitment to stay in the company where they work and do the work that is given by the company well, one of which is a wage system that is implemented properly and smoothly by the contractor.

PT Karya Borneo Selaras (KBS) is one of the contractors that provides labor for the PT Sumalindo Hutani Jaya (SHJ) area in Sebulu District, Kutai Kartanegara Regency which has implemented a wage system for its workers. The workforce that is employed comes from the Sebulu District which is commonly called local workers.

The wage system implemented for the local manpower is 2 (two) weeks receives wages and there are few incentives for land that is done has topographical contour heavier than usual or Luasan was doing. The incentives given by PT KBS are considered better than other contractors.

Some of the obstacles in this wage system, among others, if the contractor is not financially strong, the 2 (two) weekly wages will be hampered and that is the main factor that the local workforce will decrease and may change places of work. The punctuality of giving wages is very important considering that several incidents of delays in providing wages have an impact on the decrease in the motivation of the workforce to continue working. One of the reasons for this could be that the payment from PT SHJ was jammed, which resulted in PT KBS being late in providing wages. In addition to punctuality, appropriate incentives must also be given to workers who work in areas that are quite steep and work longer hours than other workers. For example, an additional 10,000-25,000 rupiah is sufficient motivation for workers to continue working, because the expected wage is only 100,000 rupiah per day. If given additional, of course they will be more committed, especially normative commitments which reflect the responsibility to continue to complete work and the workforce has a high level of commitment that they must remain in the company. But what happens in the field is due to lack of supervision from the company, so there are some workers who complain, such as more working hours, the area they work on is heavy but incentives are not given and of course it will reduce their commitment to work and their performance will also decrease significantly. . This supervision must be further improved, such as paying attention to what is needed by the workforce.

For make the local workforce has a strong organizational commitment and performance is increased it is very easy if supervision is good. Like the current problem, the workforce is ready in the morning to go to work, but the vehicle is not available to pick them up and that will lower their morale. The absence of this transport vehicle unit is due to lack of supervision, if the company is more efficient in the existing vehicle units, the workforce will work optimally and the workforce will also continue to increase if the vehicle that picks them up on time and returns home is also on time. That is the main obstacle that occurs and must be corrected so that local workers can work well and all parties including PT SHJ, PT KBS and local workers get results as expected.

II. LITERATURE REVIEW

Wage System on Organizational Commitment

Kreitner (2014) states that organizational commitment reflects the degree to which a person recognizes an organization and is committed to its goals. This is an important attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to stay with a company. In research conducted by Srigati, Ismiyati (2020) shows that supervision, motivation and competence of employees have a significant effect on employee performance at the Department of Agriculture and Plantation.

H1: The Wage System has a positive and significant direct effect on The Organizational Commitment of PT Karya Borneo Selaras

Monitoring of Organizational Commitments

According to Handoko, (2019) states that supervision is a process to ensure that organizational and management goals are achieved. Organizational Commitment according to Robbins, (2008) is defined as a situation where an employee favoring certain organisasi and objectives and his desire to maintain membership in the organization. Based on research conducted by Rompas, *et al.*, (2018) which found that supervision had a significant effect on organizational commitment.

H2: Supervision has a positive and significant direct on the Organizational Commitment of PT Karya Borneo Selaras

Wage System for Employee Performance

Mathis and Jackson, (2011) suggest that performance is basically what employees do and don't do and employee performance affects how much they contribute to the organization.

H3: The Wage System has a positive and significant direct effect on the Employee Performance of PT Karya Borneo Selaras in Samarinda

Supervision of Employee Performance

According to Terry and Leslie (2014) supervision is a process of assessing the implementation of work carried out by comparing it with organizational standards and ensuring that it is carried out with the expected organizational goals. Based on research conducted by Agustin (2011) with the title of the effect of supervision and work discipline on employee performance at the Riau High Prosecutor's Office, with the results of research stating that there is a significant influence between supervision on performance at the Riau High Prosecutor's Office.

H4: Supervision has a positive and significant direct effect on employee performance at PT Karya Borneo Selaras in Samarinda

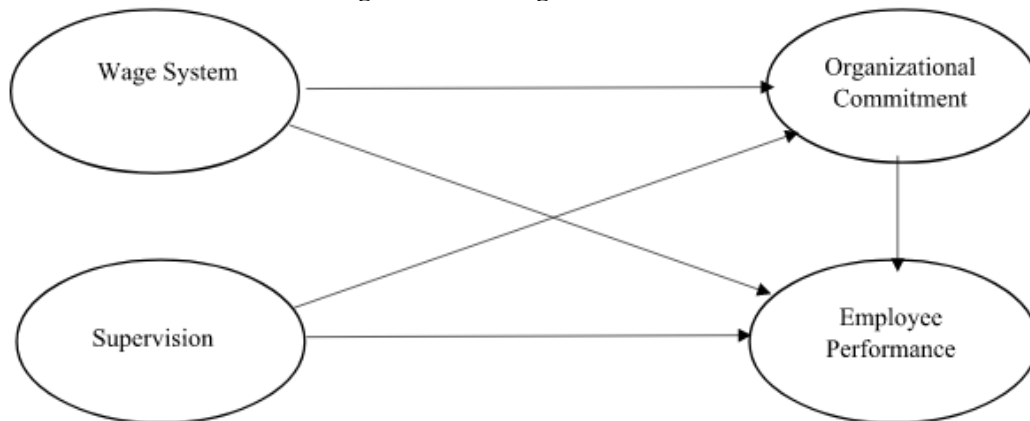
Organizational Commitment and Employee Performance

Kreitner (2014) states, organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals. This is an important attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to stay with a company. Research conducted by Mukzam *et al.*, (2017) found that organizational commitment has a positive but not significant effect on employee performance.

H5: Organizational Commitment has a positive and significant direct effect on Employee Performance of PT Karya Borneo Selaras in Samarinda

Based on the description in the literature review that has been described above, the template konseptual in the research process can be described as follows:

Figure 1. Thinking Framework



III. RESEARCH METHODOLOGY

The data used in this study were obtained through distributing questionnaires to 45 employees of the PT Karya Borneo Selaras as respondents. Respondents' answers were measured based on a 5-point Likert scale. Relationships between variables in this study were analyzed menggunakan Partial Least Square method Structural Equation Modeling (PLS-SEM).

IV. RESULTS AND DISCUSSION

The evaluation of the first stage of the model focuses on the measurement model. The PLS-SEM test for the measurement model allows researchers to measure the reliability and construct validity. In particular, multivariate measurement involves the use of multiple variables to measure the concept indirectly. Evaluation of the measurement model includes testing the reliability of internal consistency, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure the reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to give a lower estimated value so that PLS-SEM is recommended to use a reliability composite. Indicator reliability in PLS-SEM is measured from the value of outer loading which shows the correlation between the indicator its construction. Convergent validity in construct measured using AVE. Discriminant validity can be measured from cross loading or other construction loading values, which is a comparison of the outer loading indicator values related to constructions where the outer loading value required by the indicator must be more than the crossloading value.

Table 1. Evaluation of Model Measurement

Variables and Indicators	Loadings	Composite Reliability	AVE	Information
Wage System		0.912	0.677	Valid
X1.1	0.850			
X1.2	0.873			
Supervision		0.904	0.759	Valid
X2.1	0.662			
X2.2	0.630			
X2.3	0.841			
X2.4	0.671			
Organizational Commitment		0.797	0.598	Valid
Y1.1	0.840			
Y1.2	0.898			
Y1.3	0.874			
Employee Performance		0.852	0.742	Valid
Y2.1	0.736			
Y2.2	0.858			
Y2.3	0.859			
Y2.4	0.842			
Y2.5	0.812			

Source: Data Processing Results (2021)

Direct Effect Hypothesis Testing

After confirming that the construct measurement model is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study was carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after re-sampling or bootstrapping 5,000 times. The statistical test used was t test with 95% confidence level or 5% significance level. The hypothesis is accepted if the t value is greater than the t table value for the two-tailed test, namely 1.96. The results of the bootstrapping procedure are as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

The wage system has a positive and significant effect on the variable of employee organizational commitment. This is evidenced by the value of the wage system on the organizational commitment variable is 0.391 with a significance below 5% as indicated by the t-statistical value of 3.072 which is greater than the t-table value of 1.960. This means that the details of a remuneration system that is there then it will also increase the commitment of organizational of the employees of PT Karya Borneo Selaras.

Supervision positive effect direct and significant impact on organizational commitment of employees of PT Karya Borneo In line with above 5% significance level (significant). demonstrated variable gain control value of *the original sample estimate* of 0,363 to 2,467 t-statistic values > 1,960, this means that more and more details of the monitoring system of work of employees it will raise the level of organizational commitment of employees of PT Karya Borneo Selaras.

The wage system has a direct and significant positive effect on the employee performance variable of PT Karya Borneo Selaras, meaning that the existing wage system at PT Karya Borneo Selaras affects the performance of its employees. This is evidenced by use values variable remuneration system to variable employee performance with koefisien track of 0.432 and a t-statistic of 5.100 > 1.960, and has a value of p value of 0.00 < 0.005.

Supervision has a positive and significant impact on the performance of PT Karya Borneo Selaras employees, which means that the supervision at PT Karya Borneo Selaras affects the performance improvement of its employees. The value of the supervision variable on the employee performance variable with a path coefficient of 0.432 and a t-statistic of 5.100 > 1.960, and has a p value of 0.000 < 0.00.

Organizational commitment directly and significantly to the variable performance of employees of PT Karya Borneo Selaras, which means that the organizational commitment which have the employees in PT Karya

Borneo conformable affect the performance improvement of employees. This is evidenced by the variable organizational commitment to the employee performance variable is 0.542 with a significance below 5% which is indicated by the t-statistic value of 4.156 which is greater than the t-table value of 1.960.

Table 2 Path Coefficients, T-Statistics, and P-Value Analysis Results

Influence		Original Sample	mean	Standard Deviation (STDEV)	T Statistics	P Value
Exogenous	Endogenous					
Remuneration System	Organizational Commitment	0.391	0.391	0.127	3.072	0.002
Supervision	Organizational Committee	0.363	0.357	0.147	2.467	0.014
Remuneration System	Employee performance	0.220	0.204	0.110	2002	0.046
Supervision	Employee Performance	0.283	0.286	0.130	2.172	0.030
Organizational Commitment	Employee Performance	0.542	0.554	0.130	4.156	0.000

(Source: Results of Data Processing 2021)

Indirect Effect Hypothesis Testing

Answering the indirect effect hypothesis can be seen from the results of table 3, it can be concluded as follows:

The wage system variable has a significant positive effect on the employee performance variable and the role of the organizational commitment variable as a mediating variable is declared perfect. This is evidenced by the coefficient of the indirect effect of the wage system variable on the employee performance variable through the organizational commitment variable of 0.212, with a t-statistic value of 2.284 > 1.960 and a p value of 0.023 < 0.05. This means that in a positive and significant way the Organizational Commitment variable is able to provide a mediating effect on the influence of the Wage System variable on Employee Performance, which means that in improving employee performance by the wage system variable, it will also be better if it takes into account the level of organizational commitment owned by the employees of PT. Karya Borneo Selaras, because the remuneration system that creates a sense of organizational commitment will result in an increase in the performance of the employees of PT Karya Borneo Selaras.

Organizational commitment has no significant positive effect on the relationship between Supervision and Employee Performance. This is evidenced by the magnitude of the coefficient of indirect influence of the supervisory variable on employee performance through the organizational commitment variable of 0.197, with a t-statistic value of 1.949 > 1.960 and a p-value of 0.052 > 0.05. The organizational commitment variable is able to mediate the influence of the supervision variable on employee performance which means that in increasing employee performance by the supervisory variable, at least the amount of organization commitment will also affect the increase in employee performance, because supervision that causes employee commitment will result in an increase in the performance of the employees of PT Karya Borneo Selaras.

Table 3. Specific Indirect Effects

Influence			Original Sample	mean	Standard Deviation (STDEV)	T Statistics	P Value
Exogenous	Mediation	Endogenous					
Remuneration System	Organizational Commitment	Employee Performance	0.212	0.218	0.093	2.284	0.023
Supervision	Organizational Commitment	Employee Performance	0.197	0.198	0.101	1,949	0.052

(Source: 2021 Data Processing Results)

V. DISCUSSION

The Wage System has a positive and significant impact on the Organizational Commitment of PT Karya Borneo Selaras employees. This means that the details of a wage system that is in charge the company will also increase the organizational commitment of employees of PT Karya Borneo Selaras. The analysis showed that the variable remuneration system on indicators of wage increases deemed fair has and not necessarily able to give effect to the commitment of employees. The indicator that also affects the organizational commitment of employees is the amount of incentives received by employees. This is in line with research conducted by Flippo, (20 06) which found the results that the wage system had a significant effect on employee organizational commitment.

Supervision has a positive and significant impact on the organizational commitment of PT Karya Borneo Selaras employees, this means that the clearer the supervision, the higher the level of organizational commitment of the employees. The analysis showed that the variables of supervision on indicators perbandingan employee performance with the operating standards in accordance with the existing provisions had and immediately able to give effect to the commitment to organizational. The indicators that also affect the commitment of organizational is perbandingan performance achievements with the achievements of previous performance , but need to do a review of a pretty intense to the ratio of the gains with the achievements of the previous performance to the employees so that the commitment that employees can continue to increase, as well as Standard Operating Procedures implementation of the work can give effect to increase employee commitment , should remain in terms of SOP implementation work of the employees so that they can continue to increase its commitment to the company , then the indicator k Capacity of m engukur performance of self or subordinates for employees already enough to affect the commitment of organizational employees . This is consistent with research conducted by Handoko , (2019) which found that organizational commitment reflects the degree to which a person recognizes an organization and tied to goals , ini is an important attitude for those who have the commitment is expected to show a willingness to work harder to achieve organizational goals and have a greater desire to stay at a company

The analysis showed that the system wage has positive and significant impact on the performance of employees of PT Karya Borneo Selaras, which means that the wage system in PT Karya Borneo conformable affect the performance level of the employees. The results of the analysis show that the variable of the wage system on the indicator of a fair wage increase has automatically been able to have an effect on employee performance. The indicator that also affects employee performance is the amount of incentives received by employees. This is in line with research conducted by Flippo, (2006) which found the results that the wage system had a significant effect on employee performance. On the other hand, the results of the analysis show that organizational commitment is able to provide a mediating effect in the relationship between the wage system and employee performance. This means that in improving employee performance by the variable of the wage system, it will also be better if it also pays attention to the sense of organizational commitment of its employees, because the wage system that results in employee commitment will also have an impact on the employee's performance.

Supervision has a positive and significant effect on the performance of employees of PT Karya Borneo Selaras, which means that the supervision of employees of PT Karya Borneo Selaras affects the performance of employees. The analysis showed that the variables of supervision on indicators perbandingan employee performance with the operating standards in accordance with the existing provisions had and immediately able to give effect to the commitment to organizational. The performance of employees is perbandingan performance achievements with the achievements of previous performance , but need to do a review of a pretty intense to the ratio of the gains with the achievements of the previous performance to the employees so that the commitment that employees can continue to increase, as well as Standard Operating Procedures implementation of the work can give effect to increase employee performance , should remain in terms of SOP implementation work of the employees so that they can continue to improve its performance in the company , then the indicator k Capacity of m engukur performance of self or subordinates for employees already enough to affect the commitment of organizational employees. The results of the analysis show that organizational commitment is able to provide a mediating effect but is not significant in the relationship between supervision and employee performance. This means that in a positive and significant way the organizational commitment variable is able to mediate the influence of the Supervision variable on employee performance , which means that in improving employee performance by the supervisory variable it will also be better if it also pays attention to the level of organizational commitment of employees , because supervision that creates a sense of employee commitment will resulted in an increase in the performance of the employees of PT. Borneo Selaras Works.

Organizational commitment has a positive and significant impact on the performance of employees of PT. Karya Borneo Selaras, which means that the organizational commitment felt by employees at PT. The work of Borneo Selaras affects the performance of these employees. The analysis showed that the variables of commitment organizational indicator Sustainable employees have and not necessarily able to give effect to the level of employee performance. The indicators that also affect the performance of employees is the normative commitment of employees , as well as affective commitment of employees at work can influence the performance of his , should still be reviewed and checked again so that they remain effective in his job and can continue to improve its performance in the agency, and the latter is 'liking one's own duties and responsibilities' is also capable of influencing employee performance but it is necessary to increase the enjoyment of the duties and responsibilities of employees so that the resulting performance can continue to improve both now and in the long term in the agency. This is in line with research conducted by Sella et al., (2018) which found that supervision has a positive and significant influence on employee performance.

VI. CONCLUSIONS AND SUGGESTIONS

The Wage System has a significant positive effect on the Organizational Commitment variable. This means that wages which are compensation for services that have been carried out by workers are the rights of workers, if this right is not paid, it will certainly reduce the commitment of a worker to maintain himself in the company. Therefore, workers' wages must be paid according to the agreement and there are additional incentives if the work done is more than what is usually done. That way the workforce will be more enthusiastic in working and the commitment to survive in the company will increase.

Supervision has a significant positive effect on the Organizational Commitment variable. This means that supervision ensures that organizational goals are achieved, which means with good supervision by field supervisors of the workforce, such as reprimanding them when they make mistakes in their work but in a kind and easily accepted manner, supervising that their shuttle transportation is smooth and easy. on time, it is enough to increase the commitment of the workforce, with the attention of field supervisors, the workforce will have a stronger bond with the company and feel that the goals of this company are their goals too. Because the reality is in this work, if this workforce gets good results, then the contractor will also get good results.

The wage system has a significant positive effect on employee performance variables. This means that wages are an obligation for company leaders to provide workers in return for what has been or will be done, so the more labor contributions to the company, the higher the wages that will be received. If the wages received are in accordance with what is expected by the workforce, then the workforce will continue to improve its performance in order to achieve maximum results to get higher wages to meet the needs of a better life. there is an indirect influence between the variables of the wage system, organizational commitment and employee performance. The result of the coefficient value is positive so it can be concluded that if the remuneration system obtained is in accordance with the expected organizational commitment, it will indirectly improve employee performance. Based on this, the organizational commitment variable can be expressed as a partial mediation variable or *partial mediation*. This means that wages that function as a decent survival for humanity are paid on the basis of a work agreement between the company leader and his workforce. With wages as a means of survival, of course this is very important for the workforce. if wages are not in accordance with the initial agreement, an employee will decrease his desire to stay in the organization, and will indirectly reduce his productivity at work. and vice versa, if the wages received are in accordance with the initial agreement that was set. Then the workforce will believe that this leader is committed to what was conveyed at the beginning. That way the commitment of the workforce will also increase, so their desire to stay in the organization will also be more bound and more responsible for their work and indirectly it will increase the quality and quantity of work so as to get optimal results.

Supervision has a significant positive effect on the Employee Performance variable. This means that by ensuring the quality and quantity of the work carried out by the workforce, the field supervisor will be able to notify the workers if there is an error in the process so that it can be corrected as soon as possible. For example, for example, the workforce has done fertilization, then the field supervisor must ensure whether the fertilizer used is in accordance with the standards set by the company, if not, the supervisor can quickly reprimand the workforce to immediately improve their work. That way the quality and quantity of the workforce will be better and the quality and quantity are good, the results of their work will also be good. And of course it will improve the performance of the workforce. that is the main factor of labor supervision in the field. there is an indirect effect between the variables of Supervision, Organizational Commitment and Employee Performance. The result of the coefficient value is positive but not significant so it can be concluded that if the supervision obtained is in accordance with the expected organizational commitment, it will not indirectly improve employee performance. Based on this, the organizational commitment variable cannot be expressed as a partial mediation variable or *partial mediation*. This means that supervision aims to ensure that the goals of the organization are achieved. However, there are several obstacles in the field, that the relationship between supervisors and workers is lacking in compatibility because if the workforce does not work well, the supervisor immediately yells at him in front of his colleagues. This will make the workforce decrease their desire to continue working in the company. With hot field conditions, and hard work, some workers are also quick to take heart if there are bad words from the supervisor. Things like that make supervision as a process of achieving goals to maintain members not as expected. The productivity of the workforce decreases at work so that the results given to the company will also be minimal and of course the workforce will change places of work according to what he expects.

Organizational Commitment has a significant positive effect on the Employee Performance variable. This means that organizational commitment reflects the degree to which the workforce is bound to their organization and has a strong desire to keep working in the company, with a strong attachment and desire to work, the workforce in terms of quality and quantity will increase and be responsible for the tasks assigned to them. has been given.

In the future, PT KBS is expected to streamline and optimize the existing Wage System so that organizational commitment can be further increased. In the future, it is hoped that PT. KBS is more strict in carrying out standard operating procedures for its workforce by informing how much capacity the workforce can achieve in a day's work and also ensuring that the work exists, which will certainly increase the desire of the workforce to continue working, and will make the workforce not move. workplace and eliminate work mistakes made by the workforce. In the future, it is hoped that PT. KBS as a contractor can always pay wages on time, pay incentives according to the severity of the work and consider wage increases that will have an impact on the morale of the workforce, a sense of getting support from PT. KBS and able to collaborate with colleagues, all of which can improve employee performance . In the future, it is hoped that PT KBS will further improve supervision both in terms of SOPs and measure the ability of the workforce in carrying out work which will certainly ensure increased enthusiasm and cooperation between workers for better results. In the future, it is hoped that this organizational commitment can continue to be improved such as a strong desire to continue working so as not to move to another work place and continue to carry out subtle reprimands for labor errors that occur which will certainly have an impact on employee performance.

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