

# The Effect of Work Supervision and Implementation of 5S Work Attitudes on Employee Work Productivity

Stevany Jean and Onan Marakali Siregar

*Department of Business Administration Science, Faculty of Social Science and Political Science,  
Universitas Sumatera Utara, Jl. Prof. Dr. A. Sofyan No. 1 Kampus USU, Medan, Indonesia*

**Keywords:** 5S work attitudes, work supervision, work productivity

**Abstract:** This study aimed to determine the effect of work supervision and 5S work attitudes on employee work productivity at PT Rata Makmur Oil Palm Plantation. This study used quantitative methods involving 35 employees as research samples. The sampling technique was saturated sampling. The data collection used was a Likert-scale questionnaire. The data analysis technique used an instrument test of reliability validity and a hypothesis test using multiple linear regression analysis. This study indicates that work supervision and 5S work attitudes have a significant effect either partially or simultaneously on the employee work productivity at PT Rata Makmur Oil Palm Plantation at 59%. This means that work supervision and the 5S work attitudes are sufficient to explain their work productivity; the higher work supervision behavior and the better implementation of 5S work attitudes will increase productivity.

## 1 INTRODUCTION

Oil palm plantations are one of many promising business sectors individuals manage in Indonesia, whether the government or the private sector owns it. The role of the palm oil industry has a significant contribution to increasing national economic growth, reducing poverty, and distributing income for Indonesians. Based on Dirjen Perkebunan (2014), in Indonesia, it is known that the ownership percentage of oil palm plantations is privately-owned (51.86%), personal-owned (41.42%), and state-owned (6.72%). Over the last ten years, oil palm plantations have increased from 6.59 million ha to 11.33 million ha in Indonesia (PAPSI, 2016). The increasing development of oil palm plantations shows that companies must pay attention to aspects of productivity to have good business competitiveness.

In terms of running the business, the oil palm plantation companies need reliable human resources to succeed in many activities in the company. HR is an essential factor among several other things for a company, especially in the free trade era, where the competition is very tight. This condition forces every company to be able to work effectively, productively, and efficiently. The high competition also requires every company to focus its resources, especially on

its people. This makes individuals who can innovate and realize it to achieve common goals.

To obtain the expected human resources, especially in oil palm plantation companies, the business orientation is strongly influenced by productivity to manage the existing land correctly and efficiently. Work productivity is the ratio of the results obtained and workers' participation per unit of time (Ramadon, Pasmawati, & Kusmindari, 2013). Work productivity is a form of economic motive to get maximum results from a certain amount of financing; in the process, productivity is often placed as the executor of the company's activities, such as employees or members. Consequently, humans have an essential role in achieving results according to the targets of specific companies, so however good the equipment used in work is, if it is not balanced, the production of these goods and services will not work.

To reach the company's target, it is necessary to increase the work productivity of its members. This work productivity includes an open-minded attitude and view that the current method must be better than yesterday at work. Work productivity is generally defined as individual and group skills in acquiring goods and services. A productive member is responsive and can make goods and services according to standard provisions even with a faster time to achieve high work productivity levels. Based

on this, a manager must try to increase the productivity of its members so that the company can maintain its business and even develop it to be more significant.

PT Rata Makmur is a plantation company that produces palm oil and plantation products. The location is in Bekulap Village, Selesai District, Langkat Regency, North Sumatra, which owns 388.86 hectares. Technically, this company engaged in oil palm plantations involves a lot of workforce and resources. So that the achievement of the company's targets is in line with employee productivity, this is what underlies the importance of paying attention to increasing productivity. In the company, work productivity is the result obtained from the competence of its employees. High productivity is closely related to the human resources owned (Abdussamad, 2013).

The first phenomenon that becomes a problem at PT Rata Makmur is employee productivity, which consists of targets and realization measurement. The better the realization achievement, the better employees' productivity at PT Rata Makmur. The given data regarding the marks and realization of employees or five years describes below:

Table 1: Target and Realization of Work Production of PT Rata Makmur Employees in 2016 – 2020.

Years	Target (Tons)	Realization (Tons)	Achievement percentage
2016	6.000	4.607	76,78%
2017	7.500	5.322	70,96%
2018	7.600	5.901	77,64%
2019	7.600	5.027	66,14%
2020	7.600	4.268	56,16%

Based on the table, it can be seen that from 2016 to 2020, the percentage of work achievement fluctuated (up and down) with the achievement of targets that were had in optimal conditions. The lowest realization of production at PT Rata Makmur was in 2020, which was 4,268 (56.16%). Meanwhile, the highest realization at PT Rata Makmur was in 2018 at 5,901, and the achievement rate was 77.64%. This shows that the trend of employment production data tends to decrease from year to year even though there was an uplift in 2019. Based on interviews with PT Rata Makmur management, it is known that the company increased production targets based on the previous year's production achievements; if it grew, the company would increase targets from 2016 to 2017. The level of production achievement was closely related to employee productivity. Realization of production is essential for a company, even in small quantities, because if employee productivity

does not reach the target, the quality of employee productivity is indicated to be problematic.

Various factors influence low productivity, including knowledge, skills, abilities, attitudes, and behaviors (Sulistiyani, 2009). One form of behavior is work attitude, which results from evaluating the individual and the state of the work environment, which can be satisfying, profitable, and enjoyable results or vice versa (Panggabean, 2014). A positive attitude also causes good things to be reflected in a person's perception of the surrounding situation and conditions. One of the many things that can make a good work environment is the application of 5S work attitudes (Seiton, Seiri, Shitsuke, Seiso, and Seiketsu).

The 5S work attitude is a work attitude originating from Japan that applies structuring to work situations. The implementation of 5S is good for improving and maintaining the work situation; it can also be an improvement in the method of thinking about the behavior of applying 5S employees to their work. So that it can improve work performance, increase work productivity, reduce time wastage, reduce work accidents, create a healthy work environment, minimize work-related diseases and minimize fatigue (Wingjosoebroto, 2003). 5S is a stage of changing attitudes by sort, set in order, shine, standardize, and sustain to get better results in the workplace.

Various companies around the world have widely applied the 5S work attitude. This 5S work attitude is inspired by the success of a company in Japan that focuses on work efficiency to avoid waste. The application of the 5S work attitude aims to form a behavioral basis to prevent wasteful attitudes. The application of the 5S philosophy in Japan is visualized in the form of an attitude of Sort (seiri), Set in Order (seiton), Shine (seiso), Standardize (seiketsu), and Sustain (shitsuke).

Applying the 5S attitude in selecting goods, tools, or materials that cannot be used should ideally be kept away from the work area (seiri). This is followed by arranging and placing the tools and materials used in the work area (seiton). It is maintaining working environment conditions to keep it shine (seiso). Then, to sustain the clean tools, materials, goods, and objects that last in good condition, Shinsuke is done (Pasale & Bagi, 2014).

An unhealthy company shows the implementation of 5S poorly in their workplace. So, no matter how sophisticated the company's system uses, no matter how fast the technological advances are used and how perfect the operating instructions are. The company will have problems if the work area is full of dirt and dust in the factory. The work area is filled with

garbage scattered in such conditions. The company will not be able to maintain product quality and reduce productivity (Osada, 2014).

Several previous studies have examined work attitudes toward work productivity (Istikomah, 2016; Sewucipto, 2017). However, the research explicitly examines the 5S attitudes of Seiri, Seiton, Seiso, Seiketsu, and Shitsuke has not been widely studied. 5S comes from a Japanese word that means sorting, set in order, shine, standardize, and sustain. According to Osada (2014), 5S work attitudes can achieve success when carrying out their duties and work. They can also influence situations and conditions to become better, comfortable, healthy, and conducive, which will ultimately maintain the stability of the company's resources.

In implementing the 5S, the company must execute excellent and optimal supervision. Supervision is needed to enlarge a business; proper management can indirectly maintain the quality of goods and services produced in a company. Good care can be measured by the presence or absence of problems or obstacles in the process, and the product obtained reaches the target and is by the qualifications. Work supervision is very much needed in a business of any size because good work supervision will be able to run effectively and efficiently and obtain optimal results (Lubis, 1985). Smoother work and good care can result in increased sound production. According to Siagian (2013), supervision can also be said to be a process in which the management reviews the suitability of the goals and targets set with what is already running; this conformity will be a benchmark for what steps or methods need to be taken in managing it, this can be done if have supervised. Rambe, Rafika, Lubis, Hasibuan, & Amsal, (2021) stated that work supervision is making overall observations in carrying out company activities that are being carried out according to predetermined provisions.

The organization or management of the company in carrying out a job requires supervision to ensure that the implementation of production activities is by the standard operating procedures (SOP) that have been set within a company, especially in carrying out the 5S implementation program so that the program runs smoothly as expected.

According to Summarjaya (2013), decreased work productivity can be increased by supervision from superiors to subordinates in carrying out tasks. Maintenance carried out by bosses aims to be able to review and compare the plans made with the implementation. This supervision is carried out by superiors so that efforts in achieving the performance

of work results are to company expectations. According to Siagian (2013), supervision activity is observing rather than carrying out all organizational activities to ensure that all work being carried out is by a predetermined plan. Management aims to find out weaknesses, difficulties, and the course of instructions so that changes can be made to improve and prevent a repetition of wrong activities so that everything runs efficiently.

A preliminary study conducted at PT Rata Makmur found that the supervision had been going smoothly; based on the results of interviews with the management of PT Rata Makmur, it was found that the company had carried out supervision of all employees towards their duties, for example by setting standards in the process of care, harvesting, and distribution of oil palm plantation products. Although the supervision has been carried out properly, the fact is that productivity has not reached the target from 2016 to 2020. This phenomenon refers to previous research conducted by (Marwanto, 2010; Sinollah, 2018; Summarjaya, 2013), who found an effect of supervision on employee productivity. Besides that, Marpaung (2013) found that supervision is the most dominant factor in increasing employee productivity on plantations. With these problems, it is necessary to re-identify the effect of supervision on employee work productivity.

PT Rata Makmur is an oil palm plantation company that uses production equipment employees carry out to manage the plantation. The 5S attitude has been implemented by the company, for example, by establishing a selection procedure (Seiri) that employees need to understand and execute properly. Furthermore, the work attitude of Seiton is also applied by PT Rata Makmur by storing items required in the process of maintaining oil palm plantations, storing goods properly if needed under certain conditions, so that if employees have implemented Seiton properly, the process of finding interests - goods or tools will not last long. Seiso's attitude adopted by PT Rata Makmur is to require employees to clean between the oil palm bunches and their fruit. The fruit is sorted and cleaned; it is also carried out by inspecting the harvested palm fruit. The attitude of Seiketsu applied by PT Rata Makmur is that employees are continuously involved in the sorting, arrangement, and cleaning process. Shinsuke's philosophy used by PT Rata Makmur is to conduct training to improve abilities, even though there are things that are difficult to implement. This attitude is embedded in employees to have the ability to work in the right way or strategy.

Supriyanto (2014) revealed that 5S attitudes (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) affect employee productivity. There has been no previous research gap on the 5S factor (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke), so further identification of this factor is needed to increase employee productivity. This study aims to determine the effect of work supervision and the 5S work attitudes (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) on employee productivity at PT Rata Makmur's oil palm plantations.

## 2 LITERATURE REVIEW

### 2.1 Work Supervision

According to Siagian (2013), work supervision is a step-in work that aims to guarantee and ensure that the work carried out is required to comply with the planned rules. The rules and policies set in their implementation are adjusted to the plan.

Supervision must make adjustments that are deemed necessary and take corrective actions, measure achievements and evaluate what has been implemented. According to Handoko (2016), work supervision (controlling) is the application and discovery of methods and equipment to ensure that work implementation has been adjusted to the existing plan. This can be negative or positive. Negative supervision is used so that unnecessary activities do not occur again. Supervision to be positive is used to find out the goals achieved by the company can be carried out effectively and efficiently. From the above opinion, it can be concluded that work supervision is a step-in work that aims to achieve efficient and effective performance, which can support the realization of the company's vision and mission to the fullest.

Handoko (2016) stated that work supervision consists of four indicators: placement of implementation or planning standards, work measurement, work appraisal, and corrective action.

### 2.2 5S Work Attitudes (Seiri, Seiton, Seiso, Seiketsu, Shitsuke)

5S work attitude can be interpreted as a method carried out in carrying out maintenance and sequence of work areas. This method comes from Japan, wherein Japanese 5S has the meaning of sort (seiri), set in order (seiton), shine (seiso), standardize (seiketsu), and sustain (shitsuke). In its application, the 5S method can maintain order and discipline at

worksites and increase work time efficiency while improving overall company performance (Prayogo & Sutapa, 2015). Another opinion states that applying the 5S work attitude is considered to increase motivation and enhance the ability of employees to complete the work given by the company to the employee (Sari, 2019). At the same time, Laswitarni and Lestari (2019) describe that the 5S work attitudes are a value that becomes a habit or behavior that can be seen from an attitude into action and behavior when working or facing external problems so that every employee of the company can understand the existing values and how they can act or behave.

### 2.3 Work Productivity

Sinungan (2014) argues that productivity is the proper use of resources in producing goods. Siagian (2013) argues that employee work productivity is the employee's ability to utilize all available facilities optimally. According to Sutrisno (2013), employee work productivity is related to the mental attitude of workers, with the sense that there is a sense of wanting to correct all mistakes that have occurred and believe that work can be completed as a whole better than the previous days.

Sutrisno (2013) defines work productivity as something of value for employees in a company. Work productivity is considered capable of making the company achieve its goals effectively and efficiently. According to Mangkunegara (2016), employee performance productivity is an individual's understanding of being able to carry out work whose processes will be better in the future. Productivity is not just science, technology, and technique; employee work productivity contains mental attitudes and philosophical patterns based on a desire to change lives with better quality.

Based on the results of several definitions presented by previous experts, it can be concluded that employee work productivity is the mental attitude of someone who wants to always be better than before in doing or doing something by utilizing the availability of facilities and infrastructure as well as possible to get maximum output.

Sutrisno (2013) describes indicators of employee work productivity, ability to improve the results achieved, morale, self-development, quality, and efficiency.

## 2.4 Research Hypothesis

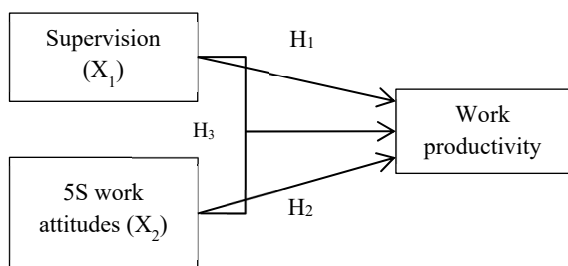


Figure 1: Thinking Framework.

- H1 : There is an effect of Work Supervision on Employee Work Productivity at PT Rata Makmur Oil Palm Plantation.
- H2 : There is an effect of Seiri, Seiton, Seiso, Seiketsu, and Shitsuke's Work Attitudes on Employee Work Productivity at PT Rata Makmur Oil Palm Plantation
- H3 : There is an effect of Work Supervision and 5S Work Attitudes simultaneously on Employee Work Productivity at PT Rata Makmur Oil Palm Plantation.

## 3 RESEARCH METHODS

This research method used associative quantitative methods to examine how a variable has a relationship and effect on other variables. This study aims to determine the impact of work supervision and the application of 5S work attitudes (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) on employee productivity at PT Rata Makmur Palm Oil Plantation. This research was conducted at the Office of PT. Rata Makmur whose address is at Jl. Protocol of Bekulap Village, Selesai District, Langkat, North Sumatra Province, and the study were completed in December 2021-January 2022.

The population in this study were employees at the PT Rata Makmur Palm Oil Plantation, totaling 35 people. This study uses a sampling technique with the census method or saturated sampling. Therefore, the author took all 35 employees as samples in this case. In this study, primary data was obtained by distributing the questionnaire directly to employees of PT. Prosperous Average. In contrast, the secondary data in this study were obtained from expert opinions, books, and scientific works relevant to the problem under study.

To test the research hypothesis using the following linear regression equation:

$$Y = \infty + b1X1 + b2X2 + e$$

Information:

- Y = work productivity
- $\infty$  = constant
- b = The value of the regression coefficient of each variable (b1 – b5)
- X1 = Supervision
- X2 = 5S work attitudes
- e = Error term.

## 4 RESULTS AND DISCUSSION

### 4.1 Validity Test

The validity test is calculated using the product-moment, which can be seen from the Pearson correlation; if  $r_{count} < r_{table}$ , the item number is invalid. On the other hand, if  $r_{count} > r_{table}$ , then the item is valid. The validity was tested using the Statistical Package for the Social Science (SPSS). After the  $r_{count}$  is obtained, it is compared to the  $r_{table}$  with a 95% confidence level or  $=0.05$ . The  $r_{table}$  for  $df (n-2) = 33 (35-2)$  is 0.3338. If  $r_{count} > r_{table}$ , then the item is declared valid, and if  $r_{count} < r_{table}$ , the item is declared invalid. The results of the validity of each variable are as follows:

Table 2: Validity Test.

No	Items	r obtained	r table	Conclusion
1	Superv_1	0,633	0,3338	Valid
2	Superv_2	0,740	0,3338	Valid
3	Superv_3	0,737	0,3338	Valid
4	Superv_4	0,771	0,3338	Valid
5	Superv_5	0,818	0,3338	Valid
6	Superv_6	0,656	0,3338	Valid
7	Superv_7	0,845	0,3338	Valid
8	Superv_8	0,517	0,3338	Valid
9	Superv_9	0,737	0,3338	Valid
10	5S_1	0,542	0,3338	Valid
11	5S_2	0,434	0,3338	Valid
12	5S_3	0,559	0,3338	Valid
13	5S_4	0,574	0,3338	Valid
14	5S_5	0,554	0,3338	Valid
15	5S_6	0,470	0,3338	Valid
16	5S_7	0,514	0,3338	Valid
17	5S_8	0,485	0,3338	Valid
18	5S_9	0,489	0,3338	Valid
19	5S_10	0,668	0,3338	Valid
20	5S_11	0,705	0,3338	Valid
21	5S_12	0,713	0,3338	Valid
22	5S_13	0,551	0,3338	Valid
23	5S_14	0,399	0,3338	Valid

No	Items	r <sub>obtained</sub>	r <sub>table</sub>	Conclusion
24	5S_15	0,553	0,3338	Valid
25	Produc_1	0,697	0,3338	Valid
26	Produc_2	0,728	0,3338	Valid
27	Produc_3	0,891	0,3338	Valid
28	Produc_4	0,740	0,3338	Valid
29	Produc_5	0,849	0,3338	Valid
30	Produc_6	0,754	0,3338	Valid

## 4.2 Reliability Test

A reliability test is needed to measure the consistency of the measurement results from the questionnaire on repeated use. Cronbach Alpha is the method used in this study. Cronbach's Alpha is a measure of reliability that has a value from zero (0) to one. If the Cronbach Alpha result is greater than the significant level of 60% or 0.6, the variable is reliable. However, if the results of Cronbach Alpha are less than the considerable level of 60% or 0.6, then the variable is considered unreliable.

Table 3: Reliability Test.

No	Variable	Cronbach's Alpha	Standard	Conclusion
1	Supervision	0,878	0,6	Reliable
2	5S work attitudes	0,835	0,6	Reliable
3	Work productivity	0,860	0,6	Reliable

## 4.3 Hypothesis Test

In this study, multiple linear regression analysis was used to determine the effect of two independent variables (X1 and X2) on the dependent variable (Y). The multiple linear regression could perform if the classical assumptions were sufficient, such as normality, multicollinearity, and heteroscedasticity. The results of multiple linear regression between work supervision variables (X1) and the application of 5S work attitudes (X2) on work productivity (Y) are described below in table 4.

Table 4: Partial Test (T-test).

Model	Coefficients <sup>a</sup>			
	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
1 (Constant)	,276	3,912	,071	,944
Supervision	,412	,072	5,756	,000
5S work attitudes	,177	,061	2,900	,007

a. Dependent Variable: Work productivity

Based on the results of the multiple linear regression analysis in table 3, the resulting equation model is as follows:

1. Work supervision significantly affects work productivity by showing a considerable value of  $0.000 < 0.05$ ; this proves that H1 is accepted.
2. The application of 5S work attitudes significantly affects work productivity by showing a considerable value of  $0.007 < 0.05$ ; this proves that H2 is accepted.

Table 5: Simultaneous Test (F test).

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	409,781	2	204,890	23,008	,000 <sup>b</sup>
Residual	284,962	32	8,905		
Total	694,743	34			

a. Dependent Variable: work productivity

b. Predictors: (Constant), 5S work attitudes, supervision

The given table shows that in this study, the calculated value is greater than the ftable value, which is 23.008 ( $23.008 > 3.290$ ), while the significant value of 0.000 is smaller than the 0.05 alpha level. This shows that H3 is accepted and H0 is rejected. It means that there is a positive effect significantly of supervision (X1) and 5S work attitudes (X2) simultaneously on work productivity at PT Rata Makmur oil palm plantation employees (Y).

Table 6: Coefficient of Determination Test (R2).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,768 <sup>a</sup>	,590	,564	2,98414

a. Predictors: (Constant), 5S work attitudes, supervision

Based on the table, shows that the result of the r value is 0.768; this means that the relationship between work supervision (X1) and 5S work attitudes (X2) to the work productivity at PT Rata Makmur oil palm plantation employees (Y) is quite close. The value of the coefficient of determination (R2) obtained is 0.590, which indicates the significant effect of supervision (X1) and 5S work attitudes (X2) toward work productivity (Y) is 59%. In comparison, 41% of the rest is influenced by other variables not examined in this study.

## 4.4 Discussions

Work supervision is an understanding of individuals who can carry out work whose processes will be

better in the future. Productivity is not only taking up over science, technology, and technique but also mental attitudes and philosophical patterns that could change lives with better quality by a strong desire of the employee. Since the work process requires supervision, that aims to keep the work done according to the standards and rules that have been adjusted and set.

Based on the analysis of each indicator of work supervision, the supervision indicators that have been carried out well are actions (4.29) and then work measurement (3.61). Nevertheless, the lowest indicator of work supervision is work appraisal (3.21). The results of this study indicate a tendency for lack of evaluation activities on employee performance related to motivation and supporting employee satisfaction carried out by superiors or leaders. Busy activities in oil palm plantations can cause these. The leadership is engaged in achieving targets and even participates in production activities. If the production target is not enough, the opportunity to encourage and motivate employees is impossible. This is evidenced by the high score on the action indicator, where the leadership will be directly involved if there is work that does not match the initial target.

This study measured work supervision by the placement of implementation or planning standards, work measurement, work appraisal, and corrective action. Based on the results of the study, it was found that work supervision (X1) affected employee work productivity (Y), as evidenced by the count value more significant than the ttable value, namely 5.756 ( $5.756 > 2.037$ ). In contrast, the significant value obtained was 0.000, smaller than the alpha of 0.05; this indicates that H1 is accepted and H0 is rejected.

The results of this study are in line with research conducted by Legawati (2014); Muslimin (2016); Yuliani (2011), who found that work supervision affected employee productivity. This is because the supervision carried out creates feelings in employees not to make mistakes at work to increase their accuracy and discipline in doing work. However, this will apply otherwise if the supervision of the employee is not carried out.

Supervision carried out is carried out thoroughly to avoid deviations from the work steps by employees and instill discipline in employees. A person's work productivity is generally assessed based on the employee's ability to utilize the available resources to increase optimal results and profits in carrying out assigned tasks and achieving predetermined work results (Yuliani, 2011).

The 5S work attitude is the application of a work attitude that instills aspects of the workplace correctly, maintains and keeps the workplace neat, clean, and orderly so that ease of work can be created (Rinandiyana & Sumaryana, 2015). The 5S attitudes in this study consisted of seiri (sort), seiton (set in order), seiso (shine), seiketsu (standardize), and shitsuke (sustain). Based on the analysis of each indicator, the 5S work attitudes that have been well implemented are shitsuke or sustain (3.79), followed by seiri or sort attitudes (3.76) as well as seiton or set in order (3.76). At the same time, the least applied attitude is seiso or shine (3.48).

The results of this study indicate the application of the 5S attitude, which is quite good at PT. Rata Makmur, although there are still shortcomings in the attitude of cleaning work, it can still be said to be reasonable because of the heaviness of the work carried out in oil palm plantations, causing fatigue which will eventually make workers take a break after completing their work. Even though 20 people work for land clearing, there is still not enough for a clean attitude.

Based on the results of the study, there is a significant effect between the 5S work attitudes (X2) on employee work productivity (Y) by showing that the tcount value is greater than the ttable value, which is 2.900 ( $2.900 > 2.037$ ). Furthermore, the significant value obtained is 0.007, smaller than the alpha level of 0.05. This shows that H2 is accepted and H0 is rejected.

The results of this study are in line with research conducted by Rinandiyana & Sumaryana (2015); Supriyanto (2014); Yudhanto & Purwanto, (2020), which state that the 5S work attitudes have a significant positive effect on employee work productivity. This can be interpreted that applying 5S work attitudes can increase productivity in a company. Since the work attitudes provide understanding to employees to sort in the workplace, organize, clean, maintain working environmental conditions and maintain the habits needed to obtain optimal results (Supriyanto, 2014).

Based on the results of hypothesis testing, it is known that work supervision (X1) and the 5S work attitudes (X2) simultaneously affect employee work productivity (Y) by showing the calculated value is greater than the ftable value, which is 23.008 ( $23.008 > 3.290$ ). In addition, the significant value of 0.000 is smaller than the 0.05 alpha level. This shows that H3 is accepted and H0 is rejected.

Productivity is a measure or ratio that measures how productive an employee is, which generally leads to the results issued (Panjaitan, 2018).

Employee productivity refers to the ability of employees to take advantage of all conditions and facilities to achieve optimal results (Supriyanto, 2014; Yuliani, 2011). This concept shows that productivity can be increased by increasing the individual's ability to take advantage of various conditions and environments to achieve optimal results.

## 5 CONCLUSIONS

Based on the results and discussion of the effect of work supervision and the 5S work attitudes on work productivity of Oil Palm Plantation at PT. Rata Makmur, it can be concluded that work supervision has a positive and significant effect on work productivity. The better work supervision will increase employees' work productivity at PT Rata Makmur's oil palm plantation.

Applying the 5S work attitudes positively and significantly affects employee work productivity. The higher the 5S work attitudes will increase employees' work productivity at PT Rata Makmur's oil palm plantations.

The work supervision and the 5S work attitudes simultaneously affect employees' work productivity at PT Rata Makmur's oil palm plantations. The coefficient of the determination indicates that the relationship formed is reasonably close. Thus, work supervision and the 5S work attitudes can explain employees' work productivity at PT Rata Makmur's oil palm plantations.

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