



The Influence Of Division Of Labor And Supervision On Employee Work Effectiveness At PT. Light Riau Mandiri

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How to Cite :

Nidyawati, N. Kesuma, D., Andayani, M. Fytaloka, V.(2024). The Influence Of Division Of Labor And Supervision On Employee Work Effectiveness At PT. Light Riau Mandiri . EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(1). doi: <https://doi.org/10.37676/ekombis.v12i1>

ARTICLE HISTORY

Received [31 October 2023]

Revised [25 December 2023]

Accepted [30 December 2023]

KEYWORDS

ROA, ROE, NPM, EPS, Price Market

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ABSTRACT

This study aims to determine the effect of division of labor and supervision on employee work effectiveness at PT Cahaya Riau Mandiri. The sample in this study amounted to 88 respondents who were distributed to employees of PT Cahaya Riau Mandiri. The data analysis method used is quantitative analysis using Data Quality Test (Validity Test and Reliability Test), Inferential Statistical Test (Multiple Linear Regression, Correlation Coefficient, Coefficient of Determination, t test, and F test). The results of the analysis obtained Division of Labor has a positive and significant effect on Employee Work Effectiveness at PT Cahaya Riau Mandiri, this can be seen from the t value (8.037) > t table (1.989). And Supervision has a positive and significant effect on Employee Work Effectiveness at PT. Cahaya Riau Mandiri, this can be seen from the value of t count (2.171) > t-table (1.989). As well as Division of Labor and Supervision have a positive and significant effect on Employee Work Effectiveness at PT. Cahaya Riau Mandiri, this can be seen from the value of F count (59.553) > F table (3.953) and the significance value < the significance level (α) 0.05 (0.000 < 0.05).

INTRODUCTION

Basically, every organization or company that is established has the aim that in the future it will experience rapid growth and development within the scope of its business. The size of the goal depends on the size of the organization concerned. An organization or company that has broad goals, the amount of work will also be more numerous and diverse. In such a situation, an organization or company is required to be able to provide a number of employees according to the type and workload. However, the existing employees are not enough so it is necessary to divide the work so that each employee gets his own task to be accounted for. Therefore, the division of labor is one of the most important factors because the division of labor will be able to provide clarity for employees to be able to carry out their duties properly in accordance with the workload that is their responsibility and prevent the possibility of overlapping work, waste and shifting responsibilities when mistakes and difficulties occur. Expert opinion says the following:

"Authority, obligation and responsibility are clear, this will prevent chaos, conflicts of power, overlapping work and the tendency to throw tasks, authority and responsibility at each other when there are possible difficulties." (Iskandar, 2018: 28). The division of labor is absolutely necessary, because without the division of labor they will work according to their own wishes regardless of the goals of the organization or company.

Therefore, in an organization it is very necessary to have a good division of labor which can provide an explanation for employees to be able to carry out their duties properly in accordance with the workload that is their responsibility, so that the organizational process can run smoothly. In addition, another factor that also influences the increase in employee work effectiveness is supervision. Employees as humans are not free from mistakes, sometimes their behavior and actions can deviate from company goals. Employees take actions that are less commendable, work arbitrarily without regard to applicable regulations or ignore orders that should be carried out. This will result in a bad working atmosphere. For this reason, in order to prevent or at least reduce such a situation, the behavior or actions of employees need to be directed and harmonized with company goals.

Employees need to get supervision that can prevent or correct deviations that occur. Because the purpose of supervision itself is to carry out work in accordance with the instructions that have been issued and to find out the weaknesses and difficulties encountered in implementing the plan, based on these findings, action can be taken to improve it both at that time and in the future. With the existence of very vital functions and tasks, it is absolutely necessary to supervise work at PT Cahaya Riau Mandiri in every field. With effective supervision can increase the effectiveness of the employee's work. Likewise with the division of labor, because with the optimal division of labor can affect the effectiveness of the work of employees of PT Cahaya Riau Mandiri.

Employee work effectiveness is very important to serve as a measure of the success or failure of the implementation of the division of labor that the company has carried out on its employees. Researchers get the reality at PT Cahaya Riau Mandiri in the division of labor is still less organized. This can be seen when researchers conducted an initial survey by interviewing some employees and seeing the results of their work, where in each sub-section there was a mismatch between expertise and the work they carried, and in the placement of employees less focused on the needs in each sub-section, besides that there were several employees whose workload was different from one another so that sometimes it caused feelings of dissatisfaction. Employees in carrying out their work are not all in accordance with what the company wants so that the work produced is not good and there is still a mismatch between the way employees work and the work methods set by PT Cahaya Riau Mandiri. In connection with the above background, here the researcher is interested in examining the effectiveness of the organizational function of PT Cahaya Riau Mandiri in order to run the company. The effectiveness of the intended function of PT. Cahaya Riau Mandiri is related to the supervisory function and the division of labor in the agency.

LITERATURE REVIEW

Division of labor

According to Hasibuan (2017: 23) Division of work is written information that describes the duties and responsibilities, working conditions, work relationships, and aspects of work in a particular position in the organization. Meanwhile, according to Rivai (2016: 125) Division of work is the result of job analysis as a series of activities or the process of collecting and processing information about work.

The parent study of division of labor is job analysis, which is the activity of determining what work is to be done and who should perform the tasks. This activity is an effort to create the quality of work and the quality of the total performance of an organization. A good organization

if the human resources in it have been able to carry out their respective jobs clearly, specifically, and do not have multiple roles that can hinder the process of achieving work effectiveness, job analysis needs to be done in order to design the organization and determine the division of labor, job specifications, and job evaluation.

The benefit of division of labor is so that the work is carried out properly according to plan and can be clearly known the purpose of an organization, employee or employee who is responsible for the implementation of the work (Marzuki, 2017: 9). The benefits of division of labor are:

- 1) Make it easy for someone to carry out their job duties without waiting for orders or commands.
- 2) The limits of authority and responsibility of the job are clearly known.
- 3) There is no doubt in the assignment or execution of work.
- 4) Facilitate supervision.
- 5) There is no confusion or conflict in the implementation of work.
- 6) Become a basis for consideration in determining educational needs.

Surveillance

Problems that are often faced in organizations are not completing an assignment, not meeting the completion time, an excessive budget and activities that deviate from the plan. To ensure that a job is in accordance with a predetermined plan, an activity called supervision is needed. As stated by Julitriasa and Suprihantoro (2018: 101) "Supervision is an action or process of activities to find out the results of implementation, errors, failures, so that improvements are made and prevent the recurrence of these mistakes, as well as keep the implementation no different from the established plan". With a supervision, it will prevent or reduce various deviations and errors in carrying out tasks in achieving organizational goals. Manullang (2017: 173) defines supervision as follows, "Supervision as a process for determining the work that has been carried out, assessing and correcting if necessary with the intention that the implementation of the work is in accordance with the original plan. "According to Hartoyo (2018: 95) "Supervision is the process of observing the implementation of all organizational activities to ensure that it runs in accordance with the predetermined plan".

From the various opinions above, it can be concluded that supervision is a process of activities which is one of the management functions, generally carried out by the leadership to prevent deviations, evaluate the implementation of employee work and take corrective action if necessary with the intention that the implementation of work is in accordance with a predetermined plan.

The implementation of supervision has various objectives. These objectives must contain the goals to be achieved in these objectives. According to Hartoyo (2018: 96) The objectives of supervision include:

- 1) To find out whether everything has gone according to the plan that has been set.
- 2) To find out whether all instructions, principles, work methods, have been carried out as specified.
- 3) To find out the possible difficulties encountered in carrying out work.
- 4) To find out the work efficiency of employees.

Manullang (2017: 173) states that "The purpose of supervision is to carry out work in accordance with the instructions that have been issued and to find out the weaknesses and difficulties encountered in implementing the plan based on these findings, corrective action can be taken both at that time and in the future".

Soekarno (2017: 146) in his book Management Basics suggests several objectives of supervision, including:

- 1) To find out whether something is going according to the plan that has been outlined.

- 2) To find out whether everything is carried out in accordance with the instructions and principles that have been determined.
- 3) To find out the difficulties, weaknesses and shortcomings that may arise in carrying out the work.
- 4) To find out whether everything is running efficiently.
- 5) To find a way out, if it turns out that there are difficulties, weaknesses or failures towards improvement.

Based on the above opinion, it can be seen that the implementation of supervision has the aim of trying to ensure that what is planned by an organization can be carried out in accordance with the instructions set and to find out the weaknesses and difficulties encountered in the implementation so that it can determine the steps to be taken, thereby making all management activities dynamic and successful effectively and efficiently. Supervision consists of several activities to make sure that all activities that are the obligations and responsibilities can take place and succeed in accordance with the predetermined plan. Julitriarsa and Suprihantoro (2018: 104) say that the basic principles in supervision are as follows:

- 1) There is a certain plan in supervision. With a mature plan, it will be a standard / measuring tool for the success or failure of supervision.
- 2) There is a provision of instructions or orders and authority to subordinates.
- 3) Can reflect the various characteristics and needs of the various activities being supervised.
Because each activity such as production, marketing, finance and so on, requires a certain supervisory system in accordance with its field.
- 4) Can be immediately reported on various forms of deviation.
- 5) Supervision must be flexible, dynamic and economical.
- 6) Can reflect the pattern of the organization
- 7) Can ensure corrective action is taken, i.e. immediately knowing what went wrong, where it happened and who is responsible

Handayani (2017: 149-150) says that the principles of supervision include:

- 1) Supervision is oriented towards organizational goals.
- 2) Supervision must be objective, honestly put the public interest ahead of personal interests.
- 3) Supervision is oriented towards the truth according to applicable institutions, oriented towards the truths of established procedures (rechtmistigherd) oriented towards goals (benefits) and the implementation of work (doelmatigheid).
- 4) Supervision must ensure the usability of work results.
- 5) Supervision must be based on objective, thorough and precise standards.
- 6) Supervision must be continuous (continue).
- 7) The results of supervision must provide feedback (feed back) improvement and refinement in work, planning and future policies. With the principles of supervision, it is hoped that the leadership in supervising the implementation of work can run effectively. For this reason, the supervisor should understand the supervisory system adopted in his organization.

To ensure that the implementation of supervision can run effectively, in carrying out supervision it is necessary to pay attention to some of the principles mentioned above. The implementation of supervision must be in accordance with applicable needs, not influenced by the personal interests of the supervisor or in other words, the supervision carried out must be truly objective and based on organizational goals.

Work Effectiveness

Work effectiveness is a measure of the achievement of a task or goal (Hasibuan, 2017: 44). Meanwhile, Siagian (2017: 151) states, "Work effectiveness is the completion of work on time that has been determined, meaning that whether the implementation of a task is considered good or

not depends on when the task is carried out, and does not answer how to carry it out, how much it costs".

Based on the two opinions regarding work effectiveness, it can be concluded that work effectiveness is the successful implementation of all work programs that are the duties and responsibilities of employees so as to achieve results that are equal to or greater than predetermined targets. To determine the level of employee work effectiveness, it must first be known what is the goal in carrying out this work, which contains the objectives in carrying out this work. Thus, to achieve employee work effectiveness, it is necessary to determine what will be carried out, so that there is no waste of time and money carrying out work.

There are four factors that affect work effectiveness, as stated by Streers (2019: 9), namely:

1) Organizational Characteristics

Organizational characteristics consist of organizational structure and technology that can affect certain aspects of effectiveness in various ways. What is meant by structure is a relatively precise relationship, as found in organizations, with respect to the arrangement of human resources, the structure includes how the organization arranges its people in completing work, while what is meant by technology is the mechanism of an organization to convert raw inputs into outputs.

2) Environmental Characteristics

The external environment and the internal environment have also been stated to have an effect on effectiveness, the success of the organizational-environment relationship seems to depend heavily on the level of key variables, namely the level of predictability of the environmental situation, the accuracy of perception of the environmental situation, the level of organizational rationalism. These three factors affect the accuracy of the organization's response to environmental changes.

3) Worker Characteristics

In fact, the members of the organization are the most important influence factor because it is their behavior that in the long run will facilitate or hinder the achievement of organizational goals. Workers are resources that are directly related to the management of all resources in the organization, therefore the behavior of workers is very influential in achieving organizational goals.

4) Characteristics of Management Policies and Practices

As processes become more complex and the environment evolves, the role of management in coordinating people and processes for organizational success becomes more difficult.

METHODS

Methods In this study, researchers used an associative type of research with a quantitative approach that can basically be used from one of the existing methods. Associative research is research that aims to determine the relationship between two or more variables. In this study, a theory will be built that can serve to explain, predict, and control a symptom (Sugiyono, 2017: 65).

Data Quality Test

This test aims to determine whether the data used is valid and reliable, because the correctness of the processed data determines the quality of the research results. The data quality test analysis tools used are, namely, Validity Test and Reliability test.

Validity Test

This test is a measure of fact analysis that shows the level of accuracy of an instrument and to determine the accuracy of what you want to measure. An instrument is said to be valid if it is able to measure what is desired. The method of testing the validity is done by comparing the

results of the correlation coefficient between the item and the total variable compared to the value. If the correlation coefficient is greater than the critical value, it is called valid. Validity is used to measure whether a questionnaire is valid or not. How to measure validity with the rough number product moment formula is as follows:

$$r_{xy} = \frac{N(XY) - (X)(Y)}{N^2 - (X)^2 - (Y)^2}$$

Description:

r_{xy} = Correlation coefficient between variables X and Y

N = Number of Respondents

X = Item Score

Y = Total Score

A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire (Ghozali, 2016: 69). Basically the word valid means synonymous with the word good. Validity is intended as to measure what should be measured. The validity test used is Pearson's product moment correlation with the test criteria:

- Bila correlation coefficient or $r_{count} > r_{table}$ then declared valid.
- Bila correlation coefficient or $r_{count} \leq r_{table}$ is declared invalid.

Reliability Test

Reliabilitas menunjukkan suatu pengertian bahwa sesuatu instrumen cukup dapat dipercaya atau digunakan sebagai alat pengumpulan data karena instrumen tersebut sudah baik (Arikunto, 2017:101). Sehingga dapat disimpulkan bahwa reliabilitas adalah istilah yang dipakai untuk menunjukkan sejauh mana suatu hasil pengukuran relatif konsisten apabila alat ukur tersebut digunakan berulang kali. Pengukuran reliabilitas tersebut menggunakan rumus :

$$r_i = \frac{2r}{1+r}$$

The criteria for the magnitude of the reliability coefficient according to Arikunto (2017: 276) are :

- $0.80 < r_{11} \leq 1.00$ very high reliability
- $0.60 < r_{11} \leq 0.80$ high reliability
- $0.40 < r_{11} \leq 0.60$ fair reliability
- $0.20 < r_{11} \leq 0.40$ low reliability
- $< r_{11} \leq 0.20$ low reliability

It is said to be reliable if the correlation obtained $> r_{table}$ 5% dignifikan level. It is said to be unreliable if the correlation number $< r_{table}$ testing.

Normality Test

The normality test aims to test whether in the regression model, the dependent variable, the independent variable or both have a normal distribution or not. A good regression model is to have a normal data distribution or the distribution of statistical data on the diagonal axis of the normal distribution graph (Ghozali, 2016: 112).

Normality testing in this study was used by looking at the normal probability plot which compares the cumulative distribution of the actual data with the cumulative distribution of normal data. While the basis for decision making for the data normality test is (Ghozali, 2016: 120):

- Jika data spreads the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, the regression model fulfills the assumption of Normality.
- Jika data spreads the diagonal line and follows the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, the regression model does not meet the assumption of Normality.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated, these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables = 0. Multicollinearity can be seen from the Tolerance value and the Variance Inflation Factor (VIF). According to Imam Ghozali (2016: 98) how to detect the presence of multicollinearity in the regression model is as follows:

- The magnitude of the Variable Inflation Factor (VIF), the guideline for a regression model that is free of multicollinearity is the VIF value ≤ 10 .
- The amount of Tolerance, the guideline for a regression model that is free of Multicollinearity is the Tolerance value ≥ 0.1 .

Heteroscedasticity Test

Heteroscedasticity test aims at whether in the regression model the variance of the residuals from one observation to another is not equal. If the variance of the residuals of other observations is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or no heteroscedasticity. The way to detect it is by looking at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and the residual (SRESID). Basic analysis:

- If there is a certain pattern, such as points that form a certain regular pattern (wavy, widening then narrowing), it indicates heteroscedasticity has occurred.
- If there is no clear pattern, and the dots call above and below is the zero number on the Y axis, then there is no heteroscedasticity (Ghozali, 2016: 105).

Descriptive Statistical Analysis

According to Sugiyono (2017: 20) Descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations. To calculate the percentage of an answer using the following formula:

$$P = (F/N) \times 100\%$$

Description:

P : Percentage

F : The frequency of each answer that has become the respondent's choice

N : Number of respondents

In this satisfaction research using a five-level scale (Likert) consisting of Strongly Agree, Agree, Disagree, Disagree, and Strongly Disagree. The five assessments of the level of importance are weighted as follows:

1. Strongly Agree answers are weighted 5
2. Agree answer is weighted 4
3. Disagree answer is weighted 3
4. Disagree answer is weighted 2

5. Very Disagree answer is weighted 1 1

In this descriptive statistical analysis testing was carried out using the SPSS for windows 22 program.

Inferential Statistical Analysis

Inferential statistics are data analysis techniques used to determine the extent of similarity between the results obtained from a sample and the results that will be obtained in the population as a whole. Inferential statistics includes all methods related to the analysis of a portion of the data (sample) or also often referred to as a sample. To then arrive at forecasting or drawing conclusions about all the parent data (population). In inferential statistics, parameter estimation is carried out, hypotheses are made, and hypotheses are tested to arrive at generally accepted conclusions. The following is the calculation of inferential statistics as follows.

Multiple Linear Regression

Multiple linear regression is a linear regression model involving more than one independent variable. Linear regression in this study was used to determine the effect of division of labor and supervision on employee work effectiveness at PT Cahaya Riau Mandiri. As according to Sudjana (2017: 69) the multiple linear regression formula is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Description:

Y = Work Effectiveness

a = Constant

b₁ = Regression coefficient for X₁

b₂ = Regression coefficient for X₂

X₁ = Division of Labor

X₂ = Supervision

Partial Test (t Test)

Used to determine the significance of whether or not the independent variable influences the dependent variable partially or individually, so that it can be known whether the existing conjecture can be accepted or rejected. The steps are as follows:

Test t division of labor (X₁) with work effectiveness (Y)

1) Determine the formulation of H₀ and H₁

H₀: $\beta = 0$: means that there is no influence between the independent variable and the dependent variable separately.

H₁: $\beta \neq 0$: means that there is an influence between the independent variable and the dependent variable separately.

2) Level of significant $\alpha = 5\%$

3) Testing criteria

H₀ is accepted if $t_{table} \leq t_{count}$ or $t_{count} \leq t_{table}$

H₀ is rejected if $t_{table} > t_{count}$ or $t_{count} > t_{table}$

Simultaneous Test (F Test)

The F test is used to determine the significance of the influence of the Work Division (X₁) and Supervision (X₂) variables together on Work Effectiveness (Y).

1) Determine the formulation of H₀ and H₁

H₀: $\beta = 0$: means that there is no influence between Occupational Safety (X₁) and Occupational Health (X₂) on Work Performance (Y).

H1: $\beta \neq 0$: means there is an influence between Occupational Safety (X1) and Occupational Health (X2) on Work Performance (Y).

2) Determination of Level of Significant 5%, selected $\alpha = 0.05$. Test criteria

Coefficient of Determination

To see how much influence the independent variable has on the dependent variable partially, the coefficient of determination is used. The coefficient of determination is the square of the correlation coefficient as a measure to determine the ability of each variable used (Sugiyono, 2017: 321).

Meanwhile, R is a compound correlation coefficient which concerns the level of relationship between the dependent variable (Y) and all independent variables that explain together and the value is always positive (Sugiyono, 2017: 322). Furthermore, to test the coefficient of determination (adjusted R²) is used to measure the proportion or percentage of the contribution of the independent variables studied to the variation in the rise and fall of the dependent variable.

RESULTS

Validity Test

Ghozali (2016: 90) states that "validity tests are often used to measure the accuracy of an item in a questionnaire or scale, whether the items on the questionnaire are correct in measuring what you want to measure". Testing the validity of the data in this study using the Pearson Bivariate correlation method (Pearson Product Moment Correlation). Ghozali (2016: 90) states that:

This analysis is done by correlating each item score with the total score. The total score is the sum of all items. Question items that correlate significantly with the total score indicate that these items are able to provide support in revealing what you want to reveal. The test uses a two-sided test with a significance level of 0.05. The test criteria for the test criteria are if $r_{count} \geq r_{table}$, the instrument or statement items are significantly correlated with the total score (declared valid). The amount of data $df = n - 2$, $df = 88 - 2 = 86$, then obtained r_{table} of 0.176.

The validity test results for each research variable can be seen in table 4.4 table 4.5 and table 4.6.

Table 1 Validity Test Results Division of Labor (X1)

<i>Item / Pernyataan ke</i>	<i>r hitung</i>	<i>r tabel</i>	<i>Keterangan</i>
1	0,767	0,176	Valid
2	0,830	0,176	Valid
3	0,772	0,176	Valid
4	0,673	0,176	Valid
5	0,638	0,176	Valid
6	0,499	0,176	Valid
7	0,618	0,176	Valid
8	0,593	0,176	Valid
9	0,699	0,176	Valid
10	0,715	0,176	Valid

Source: primary data processed (appendix 3 pages 11-12), Year 2022

Based on table 1 the value of r_{count} (Person Correlation) from questions 1 to 10 is greater than r_{table} , namely 0.176, so that the instrument can be declared valid.

Table 2 Supervision Validity Test Results (X2)

<i>Item / Pernyataan ke</i>	<i>r hitung</i>	<i>r tabel</i>	<i>Keterangan</i>
1	0,757	0,176	Valid
2	0,824	0,176	Valid
3	0,724	0,176	Valid
4	0,783	0,176	Valid
5	0,623	0,176	Valid
6	0,556	0,176	Valid
7	0,686	0,176	Valid
8	0,698	0,176	Valid
9	0,760	0,176	Valid
10	0,753	0,176	Valid

Source: primary data processed (appendix 3 pages 12-13), Year 2022

Based on table 2 the value of r count (Person Correlation) from questions 1 to 10 is greater than r table, namely 0.176, so that the instrument can be declared valid.

Table 3 Validity Test Results of Work Effectiveness (Y)

<i>Item / Pernyataan ke</i>	<i>r hitung</i>	<i>r tabel</i>	<i>Keterangan</i>
1	0,746	0,176	Valid
2	0,811	0,176	Valid
3	0,679	0,176	Valid
4	0,591	0,176	Valid
5	0,614	0,176	Valid
6	0,697	0,176	Valid
7	0,578	0,176	Valid
8	0,582	0,176	Valid
9	0,790	0,176	Valid
10	0,858	0,176	Valid

Source: primary data processed (appendix 3 pages 13-14), Year 2022

Based on table 3 the value of r count (Person Correlation) from questions 1 to 10 is greater than r table, namely 0.176, so that the instrument can be declared valid.

Reliability Test

According to Ghozali (2016: 97) "The reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated". Reliability tests are only carried out for valid statement items.

In this case, the reliability test was carried out using the Cronbach's Alpha method with the criterion that the calculated alpha level was greater than the Cronbach's Alpha coefficient of 0.60, so the data tested had a good level of reliability. The measurement of the alpha level was carried out using the spss version 22.0 program. The calculation results can be seen in the spss output results table below.

Table 4 Reliability Test Results Division of Labor (X1)**Reliability Statistics**

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.872	10

Source: primary data processed (appendix 3 page 15), Year 2022

The results of the Work Division variable reliability test (X1) in the table above in the reliability output, where the results obtained from Cronbach's Alpha are 0.872. And the arena of these results is greater than the Cronbach's Alpha coefficient of 0.60, so the data tested has a good or reliable level of reliability.

Table 5 Supervision Reliability Test Results (X2)**Reliability Statistics**

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.895	10

Source: primary data processed (attachment 3 page 16) Year 2022

The results of the reliability test of the Supervision variable (X2) in the table above in the reliability output, where the results obtained from Cronbach's Alpha are 0.892. And the arena of these results is greater than the Cronbach's Alpha coefficient of 0.60, so the data tested has a good or reliable level of reliability.

**Table 6 Results of Reliability Test of Work Effectiveness Variables (Y)
Case Processing Summary**

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

Source: primary data processed (appendix 3 page 17), Year 2022

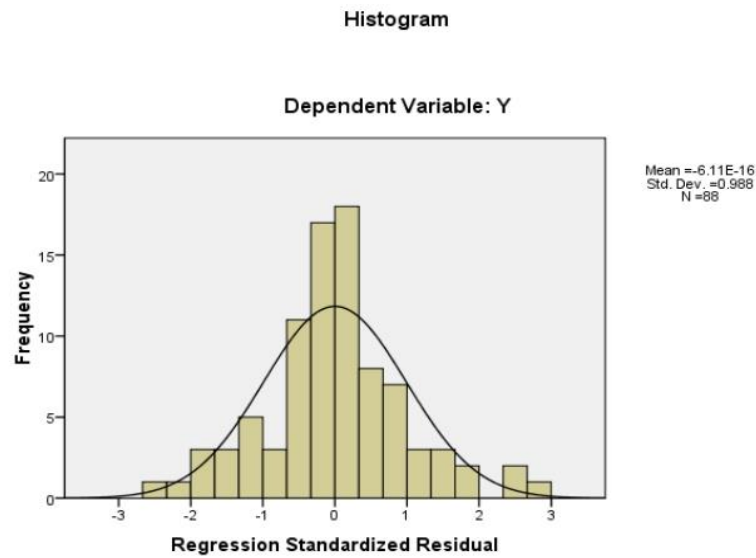
The results of the reliability test of the Work Effectiveness variable (Y) in the table above in the reliability output, where the results obtained from Cronbach's Alpha are 0.882. And the arena of these results is greater than the Cronbach's Alpha coefficient of 0.60, so the data tested has a good or reliable level of reliability.

Normality Test

The normality test is used to determine whether the data population is normally distributed or not. To detect data normality, it can be seen through the normal p-plot curve graph output. A variable is said to be normal if the distribution image with data points spreads around the diagonal line and the spread of data points is in the direction of following the diagonal line.

Based on the picture below, we can see the histogram graph and the P-Plot graph. Where the histogram graph provides a distribution pattern that deviates to the right, which means that the data is normally distributed. Furthermore, in the P-Plot image, it can be seen that the points follow and approach the diagonal line, so it can be concluded that the regression model is suitable for use because it fulfills the assumption of normality.

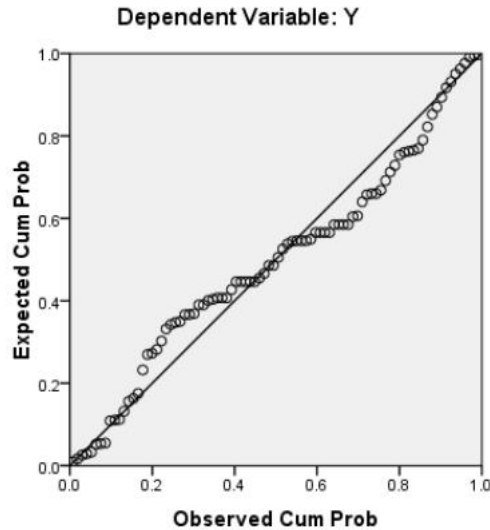
Figure 1 Histogram Graphics



Source: primary data processed (appendix 4 page 18), Year 2022

Figure 2 P-Plot Graphics

Normal P-P Plot of Regression Standardized Residual



Source: primary data processed (appendix 4 page 18), Year 2022

Multicollinearity Test

According to Ghozali, (2016: 105) this test was carried out with the aim of testing whether the regression model found a correlation between the independent variables. This needs to be done because a good regression model should not have a correlation between the independent variables. To detect the presence or absence of multicollinearity in the regression model through the Variance Inflation factor (VIF). This test uses the help of SPSS version 22.0.

Table 7 Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	7.091	3.356		2.113	.038		
X1	.654	.081	.657	8.037	.000	.733	1.364
X2	.180	.083	.177	2.171	.033	.733	1.364

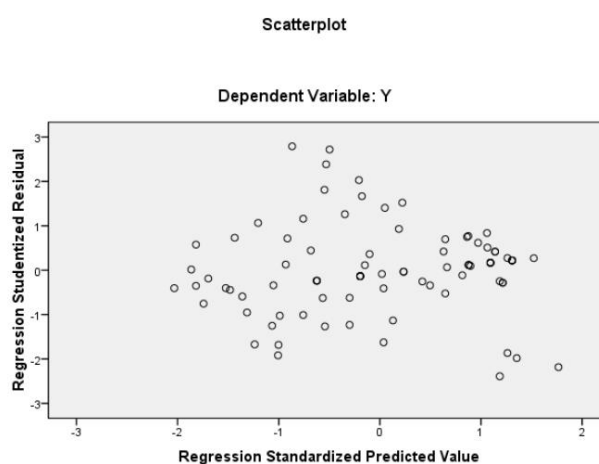
Source: Primary data processed (appendix 4 page 19), Year 2022

In table 7 above as a result of the linear regression test, the Variance Inflation Factor (VIF) value of the Ticket Price (X1) and Service Quality (X2) variables produced a value of 1.364 and the resulting Tolerance value of 0.733. These two are often used by researchers to conclude the phenomenon of intercorrelation of independent variables. If the VIF value is less than 10 and or the Tolerance value is more than 0.01, it can be firmly concluded that there is no multicollinearity problem in this study.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one that is homoscedasticity or one in which heteroscedasticity does not occur. Heteroscedasticity detection can be done with the scatter plot method by plotting the ZPRED value (predicted value) with SRESID (residual value). A good model is obtained if there is no certain pattern on the graph, such as collecting in the middle, narrowing then widening or vice versa widening then narrowing.

Figure 3 Scatter Plot



Source: Primary data processed (appendix 4 page 19), Year 2022

In the heteroscedasticity test using SPSS 22.0, it is found that the points spread so that it can be concluded that they have the same residuals and the independent variables are homoscedasticity. Based on Figure 4.3, the results are not clear and the dots spread above and below zero under the Y axis, so there is no heteroscedasticity.

Descriptive Statistics Test

Descriptive statistics are used to display Mean is the average of the data, Median is the middle value (or the average of the two middle values if the data is even), Mak and Min are the largest and smallest values of the data, Std. Dev. (Standard Deviation) is a measure of dispersion or spread of data. Descriptive analysis is an analysis used to analyze data by describing / describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2017: 76)).

The variables used in this study include Division of Labor (X1) and Division of Labor (X2) as independent variables, and Work effectiveness (Y) as the dependent variable. These variables will be displayed in descriptive statistics as shown in table 4.11 below:

Table 8 Descriptive Statistics

Descriptive Statistics

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
<i>X1</i>	88	31	50	40.63	5.111
<i>X2</i>	88	32	49	41.93	5.019
<i>Y</i>	88	31	48	41.20	5.088
<i>Valid N (listwise)</i>	88				

Source: primary data processed (appendix 5 page 20), Year 2022

1) Division of Labor (X1)

The Division of Work variable consists of three indicators, namely the Employee Placement indicator consists of 3 statement items. While the Workload indicator consists of 4 statement items. And the Job Specialization indicator consists of 3 statement items. Thus there are 10 statement items for the Division of Labor variable (X1).

Respondents' answer options consist of strongly disagree, disagree, disagree, disagree, agree and strongly agree which are transformed in the form of a Likert scale of 1 to 5 with the number 1 indicating a strongly disagreeing perception and the number 5 indicating strongly agreeing with the statement submitted.

The descriptive statistical results of respondents' answers to the Division of Labor variable in table 8 above show that the average Division of Labor variable is 40.63 with a standard deviation of 8. This shows that the majority of respondents answered agree to the statement submitted. In the attachment, the answer choice agree has the greatest frequency for each dimension of the Division of Labor variable. This shows that respondents, in this case employees, agree on the magnitude of the influence of the Division of Labor on Employees of PT Cahaya Riau Mandiri.

DISCUSSION

Company Overview

PT Cahaya Riau Mandiri is one of the companies in the field of mining services that already has licenses from the Minister of Energy and Mineral Resources and from the Mining and Energy Agency (Distamben) of Lahat Regency, South Sumatra. To carry out mining service activities as well as possible. Starting from land stripping (Overburden), coal getting, transportation using trucks and heavy equipment rental for mining activities.

Our company was established on October 28, 2003 in Dumai as a general contractor and trading of goods and services where for mining service contractors themselves starting from February 1, 2011. PT Cahaya Riau Mandiri does not hesitate to work and prioritize high professionalism with strict work standards and with the support of experienced human resources in the mining world. With the spirit to work hard and prioritize customer satisfaction, PT Cahaya Riau Mandiri is now also ready to serve all types of work related to heavy equipment,

whether using hourly rental calculations or wholesale work. The target of PT Cahaya Riau Mandiri in the future is to try to work hard to gain more trust from the company's existing business relations and prospective business relationships. With the effort to continuously learn from experience and continue to evaluate yourself for 15 years, the company believes that it is the best choice to entrust your work to them.

Characteristics of Respondents

Respondent Data by Gender

Based on the gender of respondents PT. Cahaya Riau Mandiri is mostly a male group, namely 76 respondents or 86.36% and as many as 12 respondents or 13.64% in the female group. In full, the gender group of respondents PT. Cahaya Riau Mandiri.

Respondent Data by Age

Based on Table 4.2 it can be seen that for the age of respondents PT. Cahaya Riau Mandiri is the most respondents aged between 41 - 50 years as many as 45 respondents or 51.14%, followed by the age of respondents 31 - 40 years as many as 20 respondents or 22.72%, the age of respondents 21-30 years as many as 14 respondents or 15.91%, and respondents aged 50 years and over as many as 9 respondents or 10.23%.

Respondent Data by Education Level

Based on the respondent's recent education, it can be explained that the respondent PT. Cahaya Riau Mandiri is mostly high school educated, namely 39 respondents or 44.31%, then those with Strata I education as many as 25 respondents or 28.41%, and as many as 12 respondents or 13.64% each have Strata 2 and Diploma education. For more details, the education profile of respondents PT. Cahaya Riau Mandiri based on recent education.

CONCLUSION

1. After partial testing, it can be seen that the Division of Work has a positive and significant effect on Work Effectiveness. This can be interpreted that if the Division of Work provided by the company is in accordance with what employees feel and get, then Work Effectiveness at PT. Cahaya Riau Mandiri will increase.
2. After partial testing, it can be seen that Supervision has a positive and significant effect on Work Effectiveness. Where employees feel good with the supervision that has been provided by the company in accordance with what employees expect, then Work Effectiveness at PT. Cahaya Riau Mandiri will increase.
3. After testing simultaneously, it can be seen that the Division of Work and Supervision simultaneously have a positive and significant effect on Work Effectiveness. This can be interpreted that if the company has good Work Effectiveness in proportion to the Division of Work and Supervision they get. Thus, employees will feel comfortable in working at PT. Cahaya Riau Mandiri.

Suggestion

1. In order to further improve the Division of Work of the Lahat Regency Personnel and HR Development Agency in providing work results to leaders and employees, organizational development should be carried out. In the form of additional apparatus resources that are felt to be lacking.
2. In matters relating to supervision, leaders should be able to set work standards in accordance with the duties, principal and functions of employees, so that the work results achieved are effective and efficient.

3. In matters relating to work effectiveness, in employee mutations, leaders should consider the suitability of the diploma that employees have with their position in the office. So that employees do not feel worried about their new position.

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