

EFFECT OF WORK DISCIPLINE AND SUPERVISION ON EMPLOYEE PERFORMANCE

^aNoto Susanto, ^bAsep Suherman, ^cDidi Sunardi

Faculty of Economy and Business, dosen02580@unpam.ac.id, Pamulang University

ABSTRACT

This research investigates the impact of discipline and work supervision on employee performance at PT. Inti Nomika Indonesia. The method used in this research is a quantitative approach with a descriptive emphasis. Samples were taken in a saturated manner, with 70 respondents. Data analysis used multiple regression analysis with SPSS 26.00. The research results show that work discipline positively and significantly influences employee performance. Work supervision also has a positive and significant influence on employee performance. Simultaneously, work discipline and work supervision have a positive and significant influence on employee performance. The regression equation shows that the relationship between the two variables and employee performance is solid, with a correlation coefficient of 0.823 and a coefficient of determination of 67.8%.

Keywords: Discipline, Work Supervision, Employee Performance

1. INTRODUCTION

Effective and efficient human resource management will optimize company performance regarding income and expenses. One element in human resources primarily determines company performance: employees. Employees are essential to the company because their performance will impact its operational activities. If employee performance is low, it will become an obstacle for the company in achieving its goals. This allows the company to carry out several activities, such as recruiting, selecting, training, and retaining quality employees with optimal performance. Companies need to pay attention to their employees so they can contribute generously to the company. Thus, employee performance also determines achieving a company's expected goals.

One factor that is very influential in human resources is discipline. With good discipline from workers, it will be easier for the organization to achieve optimal results. Therefore, every company hopes that its employees will comply with the regulations that have been set. Based on the results of interviews with several employees, in this company, there are still many employees who do not comply with working hours; some employees even arrive late and leave before time; employees still use working hours for breaks such as chatting with fellow employees and disturbing other employees who are working.

The level of employee discipline must be considered, considering the frequent violations committed by employees, which can be detrimental to the company. Work discipline is essential in this company, both in terms of employee attendance and the accuracy of employee working hours, because every absent employee will affect the work of other employees, resulting in the flow of work being hampered. The field data results show a need for more discipline among PT employees. Inti Nomika Indonesia, which causes performance to decline so that the company's goals are not achieved, where it can be seen that in 2020, the total employee absence was 132, then fell to 125 in 2021 and increased in 2022 to 150. The highest total employee absence was in 2022 when no sanctions existed. Firmness from the company causes employees to feel that this is normal, resulting in suboptimal employee work discipline—a lack of awareness among employees about complying with the regulations set at PT. Inti Nomika Indonesia, appropriate steps are needed to evaluate regulatory policies so that employee discipline increases.

Pre-survey regarding work supervision of employee performance for several employees at PT. Inti Nomika Indonesia can conclude that out of 20 respondents, there are still those who would like more work supervision provided by their leaders. Some respondents state that the work supervision provided by leaders is quite good because there are other things outside the research that influence employee performance that researchers do not research. Supervision in a company must be carried out effectively because, through supervision, employees receive attention, guidance, instructions, and direction from their superiors. Hence, employees automatically try to give their best to the company where they work. Even though we know how vital supervision is, some companies still need to carry out supervision as well as possible, as is the case with PT. Inti Nomika Indonesia has supervised its employees' performance, but many employee behaviors still need more discipline. Every instruction given to subordinates must be supervised by superiors so that superiors can take action if there is an error or negligence in the duties carried out by their employees.

Field data from PT. Inti Nomika Indonesia Stock take results. The core of Nomika Indonesia that had been carried out, it turned out that quite a lot of goods were damaged, even up to 371 pieces. The large number of damages occurred due to a lack of supervision from the company due to the limited number of Supervisors responsible for causing losses to the company, and the large number of equipment damages resulting from a lack of guidance from the Supervisor. The first way to evaluate the damage to goods is to make a CAR (Corrective Action Report) on the related part or damaged part, which contains the problem, cause, current, and future solution. Then, a discussion is held regarding the problems with the CAR, and then changes or additions are made to the SOP or other support regarding validation, such as a checklist form to minimize problems or damage.

A company has targets or goals to be achieved together. To achieve these goals, organizations must have performance planning as a process where superiors and subordinates work together to plan what employees must do, determine how performance must be measured, recognize and plan how to overcome obstacles and achieve a common understanding of the work. Performance has several aspects, namely quality, quantity, implementation of duties and responsibilities. Good performance will undoubtedly produce good results for a company. Field data shows PT. Inti Nomika Indonesia has not achieved its annual delivery target for the last three years. Starting from 2020, with a delivery target of 24,000,000 pcs, the company could only sell 22,765,000 pcs, a percentage of 94%. Then, in 2021, the company increased sales to 24,250,000 pcs and exceeded the delivery target by a percentage of 101%. Then there was a decline again in 2022, only able to sell 22,200,000 pcs with a percentage of 96%. PT. Inti Nomika Indonesia expects the target. The essence of Nomika Indonesia is achieving the target of 100% per year. However, the decline in employee performance is indicated to have been influenced by several factors, including discipline and work supervision.

Based on the results of previous research, it is clear that work discipline and work supervision greatly influence employee performance because work discipline is the most critical human resource management operative. After all, the better the employee's work discipline, the higher the employee's performance, and a sound supervision system is very influential in improving employee performance; without good supervision, employee performance in the company will decline, so supervision is needed can help achieve the goals desired by the company.

2. RESEARCH METHODS

This research adopts an associative quantitative approach to explore the relationship between independent and dependent variables using statistical analysis. The location of the research was PT Inti Nomika Indonesia. The research population includes all PT Inti Nomika Indonesia employees, totaling 70 people. The sampling technique was carried out using the saturated sample method, so the number of samples taken was 70 respondents. Data was collected through two sources, namely primary data and secondary data. Primary data was obtained through observation, and questionnaires were distributed to respondents. Meanwhile, secondary data was obtained through a literature study and PT Inti Nomika Indonesia documentation. The measurement scale uses a Likert scale with predetermined weight values. Data analysis was carried out using parametric statistical analysis methods with the help of SPSS version 26 software.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

Based on the gender characteristics of respondents, the majority of respondents involved in this research were men, covering around 60% of the total respondents. Meanwhile, female respondents accounted for around 40% of the total. This shows the dominance of men in the employee population at PT Inti Nomika Indonesia. In the context of age, most respondents were in the 20-30 year age range, which accounted for around 60% of the total respondents—followed by respondents aged 30-40 with a percentage of around 32.9%. Meanwhile, respondents under 20 years were only around 2.9%, and those over 40 were around 4.3%. This shows that most PT Inti Nomika Indonesia employees are relatively young, with a focus on the age range of 20-30 years.

Regarding division based on divisions or sections, most respondents came from the office section, which comprised around 45.7% of the total respondents. The production section contributed around 34.3%, while the warehouse section was only around 20%. This indicates that the office section is represented most in this research, followed by production and warehouse.

3.2 Validity and Reliability

Table 1. Validity Test of Discipline Variable

No. items	r _{count}	r _{table}	Decision
-----------	--------------------	--------------------	----------

No. items	rcount	rtable	Decision
X1.1	0.746	0.235	Valid
X1.2	0.569	0.235	Valid
X1.3	0.773	0.235	Valid
X1.4	0.794	0.235	Valid
X1.5	0.839	0.235	Valid
X1.6	0.817	0.235	Valid
X1.7	0.883	0.235	Valid
X1.8	0.845	0.235	Valid
X1.9	0.691	0.235	Valid
X1.10	0.707	0.235	Valid

Source: Data processed with SPSS 26 (2023)

Table 2. Validity Test of Work Supervision Variables

No. items	rcount	rtable	Decision
X2.1	0.744	0.235	Valid
X2.2	0.683	0.235	Valid
X2.3	0.811	0.235	Valid
X2.4	0.651	0.235	Valid
X2.5	0.750	0.235	Valid
X2.6	0.776	0.235	Valid
X2.7	0.819	0.235	Valid
X2.8	0.743	0.235	Valid
X2.9	0.863	0.235	Valid
X2.10	0.793	0.235	Valid

Source: Data processed with SPSS 26 (2023)

Table 3. Validity Test of Employee Performance Variables

No. items	rcount	rtable	Decision
Y.1	0.836	0.235	Valid
Y.2	0.717	0.235	Valid
Y.3	0.687	0.235	Valid
Y.4	0.722	0.235	Valid
Y.5	0.765	0.235	Valid
Y.6	0.708	0.235	Valid
Y.7	0.834	0.235	Valid
Y.8	0.791	0.235	Valid
Y.9	0.827	0.235	Valid
Y.10	0.820	0.235	Valid

Source: Data processed with SPSS 26 (2023)

Based on the table data above, all variables obtained a calculated r value > r table (0.190), so all questionnaire items are said to be valid. For this reason, the data obtained is suitable for use as research data.

Table 4. Reliability Test

Variable	<i>Cronbach Alpha</i>	<i>Standard Cronbach Alpha</i>	Decision
Discipline (X1)	0.920	0.600	Reliable
Work Supervision (X2)	0.919	0.600	Reliable
Employee Performance (Y)	0.923	0.600	Reliable

Source: Data processed with SPSS 26 (2023)

Based on the table above, it can be seen that each of the Discipline, Work Supervision and Employee Performance variables has a Cronbach Alpha value > 0.60 , thus the results of the reliability test for all variables are very reliable, so that all question items can be trusted and can be used. for further research.

3.3 Classic Assumption Test

3.3.1 Data Normality Test

**Table 5. Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		70
Normal Parameters, b	Mean	,0000000
	Std. Deviation	3.99673762
Most Extreme Differences	Absolute	,080
	Positive	,076
	Negative	-,080
Statistical Tests		,080
Asymp. Sig. (2-tailed)		,200c,d

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the test results in the table above, it can be seen that the Asymp. Sig. (2-tailed) of $0.200 > 0.05$, it can be stated that the data from the population is normally distributed

3.3.2 Multicollinearity Test

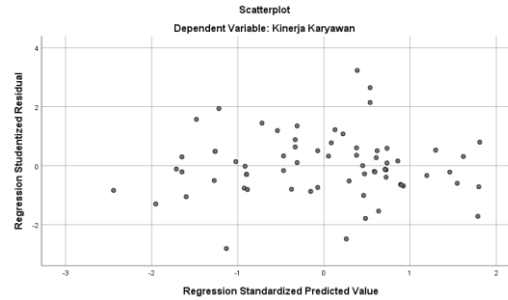
Table 6. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Discipline	,566	1,767
Work Supervision	,566	1,767

a. Dependent Variable: Employee Performance
Source: SPSS 26 Data Processing Results (2023)

Based on the results of the multicollinearity test in the table, it is known that the tolerance value of the discipline and work supervision variable is $0.566 > 0.10$ and the VIF value of the work discipline and supervision variable is $1.767 < 10$, so it can be concluded that the discipline and work supervision variable does not have symptoms of multicollinearity between the independent variables. in the regression model.

3.3.3 Heteroscedasticity Test



Source: Primary data processed, 2023

Figure 1. Heteroscedasticity Test

Figure 1 shows that the resulting points are spread randomly and do not form a particular pattern or trend line. This means that the data is spread above and below the number 0 so that this model is free from heteroscedasticity problems.

3.3.4 Autocorrelation Test

Table 7. Autocorrelation Test Results

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,823a	,678	,668	4,056	1,642

a. Predictors: (Constant), Work Supervision, Discipline
 b. Dependent Variable: Employee performance

Based on the test results in the table above, autocorrelation testing using the Durbin Watson Test can be seen that the Durbin Watson value of 1.642 is in the interval 1.55 – 2.46 so it can be concluded that the data in this research variable does not contain autocorrelation.

3.4 Multiple Linear Regression

Table 9. Multiple Linear Regression

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,985	2,672		3,363	,001
	Discipline	,063	,089	,065	,708	,481
	Work Supervision	,725	,086	,779	8,453	,000

a. Dependent Variable: Employee Performance

Based on the table above, the results of the multiple regression test calculations show that the regression equation formed is $Y = 8.985 + 0.063 (X1) + 0.725 (X2)$. Based on the multiple linear regression equation above, it can be interpreted as follows:

1. A constant of 8.985 means that if the discipline variable and work supervision variable are zero or do not increase, employee performance will still have a value of 8.985.
2. The regression coefficient for the discipline variable (X1) is 0.063, stating that if the Discipline variable increases by 1 point while the other independent variable (Work Supervisor) is constant, then the Employee Performance variable will increase by 0.063.
3. The regression coefficient for the work supervision variable (X2) is 0.725, stating that if the work supervision variable increases by 1 point. At the same time, if the other independent variable (Discipline) is constant, then the Employee Performance variable will increase by 0.725.

Table 10. Simultaneous Test

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2320,386	2	1160,193	70,525	,000b
	Residual	1102,200	67	16,451		

Total	3422,586	69		
a. Dependent Variable: Employee Performance				
b. Predictors: (Constant), Work Supervision, Discipline				
Source: SPSS 20 data processing results (2023)				

Based on the test results in the table above, it can be seen that the significance value for Discipline (X1) and Work Supervision (X2) on Employee Performance (Y) is $0.000 < 0.05$ and Fcount is $70.525 > Ftable$ value 3.13. This proves that H_0 is rejected and H_a is accepted. This means that simultaneously discipline and work supervision have a positive and significant effect on employee performance at PT. Inti Nomika Indonesia

Table 11. Coefficient of Determination

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,823a	,678	,668	4,056	1,642
a. Predictors: (Constant), Work Supervision, Discipline					
b. Dependent Variable: Employee performance					

Based on the test results in the table above, a correlation coefficient value of 0.823 was obtained, where this value is in the interval 0.80-1.000 with an extreme relationship level. This means the relationship between discipline variables and work supervision on employee performance is solid. Apart from that, it can be seen that the value of the RSquare coefficient of determination is 0.678, which means that Discipline and Work Supervision simultaneously contribute to employee performance by 67.8%. The remaining 32.2% is caused by other variables not examined in this research.

4. DISCUSSION

Research findings show that discipline positively and significantly influences employee performance. The results of this research are supported by previous research conducted by Rahmi Hermawati and Nurmalasari (2020), Harianto and Asron Saputra (2020), and Yasti Valen Ginting, Steven Yap, Cathryn (2020), which shows the results that the discipline has a positive and significant effect on employee performance. Discipline in the workplace is defined as obedience to rules, responsibility, punctuality, and dedication in carrying out assigned tasks. This shows that employees with a high level of discipline tend to be more productive because they are more organized, focused, and responsible for their work. In addition, disciplined employees also tend to maintain a consistent level of performance over time. They can meet deadlines, avoid unscheduled absences, and maintain high work standards, which is critical to achieving individual and organizational goals.

Employees who feel appreciated and recognized for their discipline tend to feel more motivated to do a good job and achieve success. Moreover, management theories such as Theory X and Theory Y from Douglas McGregor emphasize that employees have the intrinsic potential to work hard and be responsible, provided they are given opportunities and a supportive environment. An employee's level of discipline can influence how managers apply these principles in managing a team. The level of employee discipline is also related to the quality and quantity of their performance. Disciplined employees produce higher quality work because they do it thoroughly and carefully. They can also produce more simultaneously due to time and resource management efficiency. High levels of discipline are also often associated with high motivation and job satisfaction.

Research findings show that work supervision positively and significantly influences employee performance. The results of this research are supported by previous research conducted by Nurkocim and Nurlaila (2016), which stated that work supervision has a positive and significant effect on employee performance. Ike Susanti's research (2017) states that simultaneous work supervision affects employee performance. According to Fitra Margaret (2017), simultaneous work supervision variables also significantly influence employee performance.

Work supervision, an integral part of management, aims to monitor and supervise employee performance in achieving company goals. Through proper supervision, managers can ensure that work is performed according to established standards, work processes run smoothly, and desired results are achieved, providing the necessary impetus to improve employee performance. In addition, work supervision allows monitoring of the quality and quantity of work carried out by employees, which makes employees feel more responsible and pay attention to the quality of the work produced. Adequate supervision supports employee development and future growth through

constructive feedback and ongoing coaching, positively impacting their performance. Furthermore, focused and supportive supervision can contribute to employee motivation and job satisfaction, creating a positive work environment. The justification for this statement is based on empirical evidence showing a positive relationship between effective supervisory practices and employee performance, where organizations that implement good supervision tend to have higher performance levels. Therefore, work supervision is an essential factor in increasing employee productivity and performance in the workplace.

5. CONCLUSION

The research results show that both work discipline and work supervision are essential factors in increasing employee productivity and performance in the workplace. Good management of these two factors can help organizations achieve their goals more effectively and efficiently. In the context of work discipline, research supports that employees who have a high level of discipline tend to be more productive because they are more organized, focused, and responsible for their work. They also tend to maintain consistent performance levels over time, maintain high work standards, and feel more motivated to succeed. This finding is supported by several previous studies and management theories, such as Theory X and Theory Y, which emphasize the intrinsic potential of employees to work hard and be responsible.

On the other hand, work supervision has also been proven to impact employee performance significantly. Adequate supervision allows for monitoring the quality and quantity of work employees perform, providing constructive feedback, and supporting future employee development. This creates a positive work environment and increases employee motivation and job satisfaction. These findings are supported by various previous studies showing a positive relationship between effective supervisory practices and employee performance.

BIBLIOGRAPHY

- [1] Afandi (2018). *Manajemen Sumber daya Manusia (Teori, Konsep dan Indikator)*. Yogyakarta: Nusa Media.
- [2] Athoillah, Anton. (2013). *Dasar-dasar Manajemen*. Bandung: CV Pustaka Setia.
- [3] Batoto, A. S. & Winarno, A. (2020). Pengaruh Disiplin Kerja dan Pengawasan Kerja terhadap Kinerja Karyawan pada PT Infin Tech Indonesia Jakarta. *Eproceedings of Management*, 6(1), 1058-1063.
- [4] Feriyanto, A., & Triana, E. S. (2015). *Pengantar Manajemen (3 IN 1)*. Kebumen: Mediatara.
- [5] Ghozali, Imam. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23 Delapan*. Semarang: Badan Penerbit Universitas Diponegoro.
- [6] Ginting, Y. V., Yap, S. & Cathryn. (2020). Pengaruh Disiplin Kerja, Kepemimpinan, dan Pengawasan Kerja terhadap Kinerja Karyawan PT Sejahtera Putra Solo. *Jurnal Manajemen*, 6(1), 75-84.
- [7] Handoko, T. Hani. (2014). *Manajemen Personalial dan Sumber daya Manusia*. Yogyakarta: BPFE.
- [8] Harianto, & Saputra, A. (2020). Pengaruh Pengawasan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan pada PT Centric Powerindo di Kota Batam. *Jurnal Manajemen*, 8(1), 672-683.
- [9] Hasibuan, Melayu S.P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- [10] Hermawati, R. (2020). Pengaruh Stres Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan PT Nawakara Arta Kencana Fatmawati Jakarta Selatan. *Jurnal KREATIF*, 8(1), 77-90.
- [11] Mangkunegara, Anwar Prabu. (2013). *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosdakarya.
- [12] Margaret, F. (2017). Pengaruh Pengawasan dan Disiplin Kerja terhadap Kinerja Karyawan pada Rumah Sakit Islam At-Taqwa Gumawang. *Jurnal KOLEGAL*, 5(1), 95-109.
- [13] Nurkocim & Nurlaila. (2016). Pengaruh Pengawasan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan pada Kantor Camat Wasile. *Jurnal Manajemen*, 1(1), 28-40.
- [14] Pasaribu, Edward, Wijaya & Sisilia. (2020). Pengaruh Disiplin Kerja, Stres Kerja dan Pengawasan Kerja terhadap Kinerja Karyawan pada PT Capella Dinamik Nusantara. *Warta Dharmawangsa*, 14(1), 1-208.
- [15] Rimbano, D., Efranti, Y., & Yunita. (2018). Pengaruh Disiplin Kerja dan Pengawasan Kerja terhadap Kinerja Karyawan pada Dinas Sosial Kabupaten Musi Rawas. *Jurnal Media Ekonomi*, 23(1), 14-26.
- [16] Rivai, Veithzal. (2013). *Manajemen Sumber Daya Manusia*. Edisi kedua. Jakarta: Rajawali Pers.
- [17] Rivai. & Ella Sagala. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: Rajawali Pers.
- [18] Sarinah, dan Mardalena. (2017). *Pengantar Manajemen*. Yogyakarta: Deepublish Publisher.
- [19] Silaen, Sofar. (2018). *Metodologi Penelitian Sosial Untuk Penulisan Skripsi dan Tesis*. Bandung: In Media.
- [20] Sinambela. (2016). *Manajemen Sumber Daya Manusia membangun tim kera yang solid untuk meningkatkan kinerja*. Jakarta: PT. Bumi Aksara.
- [21] Sinungan. (2014). *Manajemen Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Bumi Aksara.
- [22] Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, CV.
- [23] Susanti, I. (2017). Pengaruh Disiplin Kerja, Pengawasan, dan Motivasi terhadap Kinerja Karyawan pada PT MNW di Sidoarjo. *Jurnal Penelitian Ekonomi dan Akuntansi*, 2(2), 425-437.