The Influence of Work Discipline and Work Supervision on Employee Performance at PT. Sinar Gloria Abadi, West Bandung Regency

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ABSTRACT

The purpose of this study was to determine Work Discipline, Work Supervision on Employee Performance at PT. Sinar Gloria Abadi, West Bandung Regency and knowing the effect of Work Discipline, Work Supervision on Employee Performance at PT. Sinar Gloria Abadi, West Bandung Regency. The research method used is a quantitative method with a descriptive verification approach; the samples were taken for this research are employees of PT. Sinar Gloria Abadi has as many as 64 people. Based on research using the SPSS application, Work Discipline and Work Supervision have a simultaneous effect on Employee Performance. The results of the work discipline variable (X1) and work supervision variable (X2) show a positive influence and can increase the employee performance variable (Y) at PT Sinar Gloria Abadi.

Keywords: Work Discipline, Work Supervision, Employee Performance

INTRODUCTION

Every company that is founded has hopes and goals that in the future will experience very rapid development in the scope of business of the company. To achieve a company's performance, the company's management needs to pay attention to several important factors such as employee work discipline, employee skills, and expertise. Discipline is the key to the success of a company in achieving its goals. Discipline is the most critical human resource management because the better the employee discipline, the higher the work performance he will achieve.

Without employee discipline, it is difficult for a company organization to achieve optimal results.

Discipline in question is an orderly condition in which a person or group of people who are members of the company wishes to comply with and carry out company regulations, both written and unwritten, reflected in the form of behavior and actions. Discipline is an attitude of willingness and willingness of a person to understand and obey the regulations that apply around him (Sutrisno 2012). Meanwhile, according to (Handoko, 2008) discipline is "management activities to implement organizational standards."

Therefore, managers must carry out practical work supervision. The definition of supervision according to (Handoko, 2008) explains that supervision is a systematic effort to set implementation standards with planning objectives, designing feedback information systems, comparing actual activities with predetermined standards, determining and measuring deviations, and take necessary corrective actions to ensure that all company resources are used effectively and efficiently in achieving company goals.

Events that always occur at PT Sinar Gloria Abadi are related to work discipline in general in the form of work discipline employees in the production department tend to lack supervision from managers, especially on certain days some employees leave the work environment and eat not during breaks without permission and knowledge of the supervisor, so that employee discipline becomes less This has an impact on employee performance which will later decline and affect the number of products produced that are not according to company targets and are not completed on time, this shows the goals and abilities of employees in carrying out tasks that are not by work discipline which exists. Some shift heads seem to be indifferent to the attitude of employees.

Based on the data obtained, the level of employee discipline violations for the last three years, wherein 2019 the number of employees was 165 people, with 79 types of violations, consisting of 22 absent people, 32 people were late for work, 25 people did work negligence. In 2020 the number of employees was 174, with 94 violations, consisting of 31 absent people, 28 people late for work, and 35 people doing work negligence. In 2021 the number of employees is 177 people, with the type of violation 131 people, consisting of 36 people neglecting, 40 people arriving late, 55 people doing work negligence.

The thing that causes the derivative state of employee performance is several factors: the lack of direct supervision from the leadership and employees' knowledge of the regulations to comply with the rules set by the company. Other factors that cause disciplinary violations are supervisors and leaders who are not firm enough to carry out the rules that have been made and less burdensome sanctions against disciplinary violators.

Work Discipline

Discipline is the most critical operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. According to (Hasibuan 2009), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

The dimensions and indicators used in this study are adapted from the theories and opinions of experts. according to(Rivai 2009), Dimensions and indicators of Work Discipline (X1) include:
1. Dimensions obey the rules of time
   a. Working hours
   b. Recess
   c. work hours
2. Dimensions of obeying company regulations
   a. How to dress
   b. Work behavior
   c. Work compliance
3. Dimensions of obeying the rules of behavior at work
   a. work responsibilities
   b. Job suitability with abilities
4. Dimensions obey other rules
   a. Applicable norms

Work Supervision

Supervision is one of the functions of management to ensure that the implementation of work runs according to the standards set in the planning. With supervision, it can be known to what extent deviations, abuses, leaks, waste, fraud, and other controls will be in the future. Work supervision is the process of observing all organizational activities in order to ensure better that all work being carried out is by the plans that have been carried out previously(Sondang 2008) While; according to (Handoko et al., 2004), Work supervision is a systematic effort to determine implementation standards and planning objectives, design feedback information systems,

compare actual activities with predetermined standards.

In this study, what is meant by supervision is the process of observing all organizational activities to ensure that all work is carried out according to a predetermined plan. Indicators of supervision using the theory of(Handoko, 2008) among others:

a.   Job Procedure

Standard-setting makes it easier for managers to communicate the expected work implementation to subordinates more clearly, and other stages in the planning process can be handled effectively.

b.   Determination of work standards

The standard setting will be in vain if there is no determination of proper job measurement/assessment.

c.   Measurement of work performance

After the measurement frequency of the monitoring system is determined, the implementation measurement is carried out as an iterative and continuous process.

d.   Accuracy of work implementation

The critical stage of the monitoring process is comparing the actual implementation with the planned implementation or established standards.

e.   Fix for deviation

If the results of the analysis indicate a correction, this action should be taken. Corrective action can be taken in various forms.

Employee performance

Performance can affect the ongoing activities of an organization; the better the performance shown by employees will be beneficial in the development of the organization or agency. According to(Sedarmayanti 2017), performance is a translation of performance which means the work of a worker, a management process, or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured (compared to predetermined standards). Meanwhile, according to (Mangkunegara 2016), performance is the result of work in quantity and quality achieved by an employee in carrying out his duties by the responsibilities given to him.

In this study, the dependent variable is employee performance. Indicators of performance using the theory of (Mathis and Jackson 2006), among others :

1.   The quality of work results is to assess whether or not the work of employees is good

2.   The quantity of work is the amount produced expressed in terms of the number of units and the number of cycles of activity completed.

3.   Ability to be responsible and work well with colleagues from one department or another.

METHOD

The method used in this study is a descriptive method with a quantitative approach. The object of this research is PT Sinar Gloria Abadi. JL Industri Cimareme III No. 17 Padalarang, West Bandung Regency. The data and data sources used in this study consist of (1) Primary data refers to information obtained from the first hand by researchers relating to variables of interest for the specific purpose of the study.(now 2006)). Primary data obtained in this study directly from respondents employees of PT. Eternal Gloria Rays. (2) Secondary data refers to information collected from existing sources. Secondary data was obtained from the documentation of PT. Sinar Gloria Abadi, scientific books, relevant research journals, and the internet to support this research. Data collection was carried out as follows: observation, questionnaires, interviews, literature study, documentation.

The population in this study were employees at PT. Sinar Gloria Abadi, 77 contract employees, and 100 permanent employees, totaling 177 people with a sample of 64 respondents.

RESULT and DISCUSSION

Validity and Reliability Test

Validity is defined as the extent to which the accuracy and accuracy of a measuring instrument in performing its function. Therefore, the authors

tested the level of validity of the questionnaire distributed to the respondents using SPSS.

The value of the validity of each statement item can be seen in the Corrected item-total Correlation value of each statement item by using the number of respondents as many as 64. So based on the calculation of the correlation coefficient SPSS, it is known that the actual correlation of the item variable X1 (Work Discipline) is more significant than the r table or 0.248, then the instrument is declared valid. Likewise, for the X2 variable (Work Supervision), if the correlation of the X2 variable items is greater than 0, 248, then the instrument is declared valid and applies to the Y variable (Employee Performance). If the item correlation is more than the r table, then the instrument is declared valid.
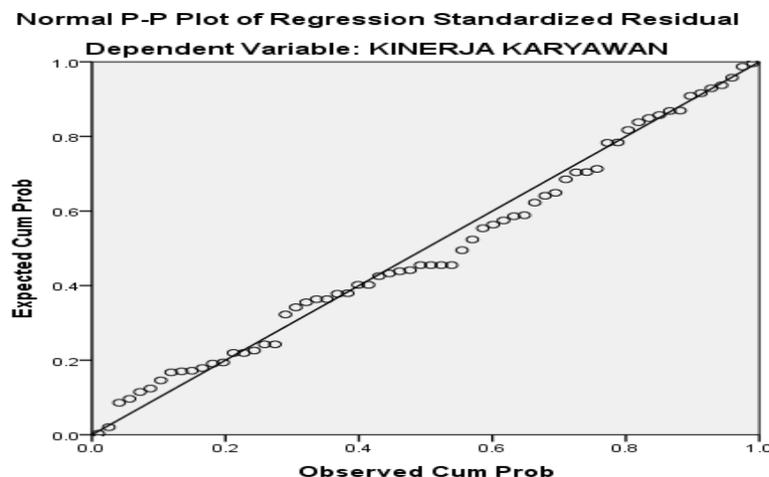
Normality test

Normality test aims to test whether the independent variable, the dependent variable has a normal distribution or not. A good regression model must have a normal distribution or be close to normal. To detect whether there is a violation of the normality assumption, it can be seen using the Kolmogorov-Smirnov (KS) method.

a. If Probability > 0.05, then the distribution of the population is normal

b. If Probability < 0.5, then the distribution of the population is not normal

Data Normality Test Results

Classic assumption test

Table 1. One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		64
Normal Parameters, b	mean	0E-7
	Std. Deviation	3.46617071
Most Extreme Differences	Absolute	.093
	Positive	.093
	negative	-.054
Kolmogorov-Smirnov Z		.742
asymp. Sig. (2-tailed)		.641
a. Test distribution is Normal. b. Calculated from data.		

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: KINERJA KARYAWAN

Multicollinearity Test

The multicollinearity test is helpful for testing whether the regression model found a correlation

between the independent variables. A good regression model should not correlate with the independent variables. If the independent variables are correlated with each other, then these variables do not form orthogonal. A good regression model is the absence of multicollinearity or no strong correlation between the independent variables. The value of multicollinearity can be seen with the value of Tolerance and Variance Inflation Factor (VIF). If value:

a. Tolerance > 0.10 and VIF < 10, then there is no mutikolinierity
b. Tolerance < 0.10 and VIF > 10, then muticolinierity occurs.

From the data processing that has been done, the results obtained multicollinearity as follows :

Table 2. Multicollinearity Test Results

	Coefficients[a]							
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13,387	3.646		3,672	.001		
	WORK DISCIPLINE	.277	.056	.478	4.955	.000	.977	1.024
2	WORK SUPERVISION	.355	.086	.398	4.126	.000	.977	1.024
a. Dependent Variable: Employee Performance								

Based on the table above, it can be seen that the two independent variables are respectively 0.977 > 0.1 and the Variance Inflation Factor (VIF) 1.024 < 10. It indicates no strong correlation between the independent variables, so the assumption of multicollinearity of the data is met.

Heteroscedasticity Test

To detect whether there is a violation of the heteroscedasticity assumption, it can be seen by using the Glejser correlation test, namely by regressing the independent variable with the absolute residual value. If the regression results are not significant (sig > 0.05), it can be said that the residual variance is homogeneous, but if the regression results are significant (sig < 0.05), it can be said that the residual variance is heteroscedastic. The results of the heteroscedasticity test can be seen from the table as follows::

Table 3. Heteroscedasticity Test Results

	Coefficients[a]					
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.164	2.284		1.386	171
	Work Discipline	.018	.035	.067	.517	.607
	Work Supervision	-.031	.054	-.073	-.569	.571
a. Dependent Variable: Abs_Res						

From the results of the heteroscedasticity test above, it can be seen that the significance value obtained from the two independent variables (X= 0.607 & X2= 0.571 > 0.05) indicates that the residual variance in the data is homoscedasticity; in other words, there is no violation of the heteroscedasticity assumption.

Scatterplot
Dependent Variable: KINERJA KARYAWAN
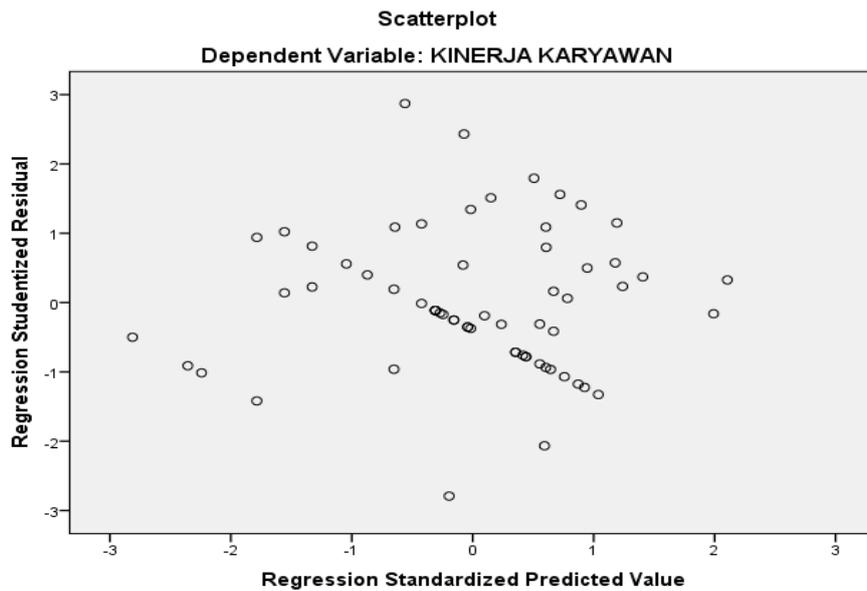
Based on the picture above, it can be seen that there is no clear pattern, and the points spread above and below the number 0 on the Y-axis. Thus, it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Equation

The multiple linear regression equation models that will be formed is as follows:

$Y = a + 1 X1 + 2 X2$

Information :

Y = Employee Performance

X1 = Work Discipline

X2 = Work Supervision

a = constant value

b1= Independent variable regression coefficient 1

b2= Independent variable regression coefficient 2

Based on the results of data processing using SPSS, the following results were obtained:

Table 4. Results of Multiple Linear Regression Equations

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,387	3.646		3,672	.001
	Work Discipline	.277	.056	.478	4.955	.000
	Work Supervision	.355	.086	.398	4.126	.000

Dependent Variable: Employee Performance

From the output table above, the a value is 13.387, 1 is 0.277 and 2 is 0.355. Thus, the multiple linear regression equation that will be formed is as follows:

Y = 13.387 + 0.277X1 + 0.355X2

1. If = constant of 13.387 indicates that when Work Discipline and Work Supervision is zero (0), and there is no change, then Employee Performance is predicted to be worth 13.387.

2. The X1 variable, namely Work Discipline, has a regression coefficient value of 0.277, indicating that when the Work Discipline variable is increased by one (unit), it is predicted to increase Employee Performance by 0.277 times.

3. Variable X2, namely Work Supervision, has a regression coefficient value of 0.355, indicating that when Work Supervision is increased (one) unit, it is predicted that it will increase Employee Performance by 0.355 times.

Multiple Correlation Analysis

Correlation analysis aims to measure whether there is a linear relationship between the independent variable and the dependent variable, in this case, to see the relationship between Work Discipline and Work Supervision with Employee Performance at PT. Eternal Gloria Rays. To determine the strength of the relationship that occurs, the authors use the interval criteria as follows:

Table 5. Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Interval	Relationship Strength
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1.00	Very strong

By using SPSS, the results of the correlation analysis are obtained as follows:

Decision-Making Basis

☐ If the value of sig. F change < 0.05, then correlated

☐ If the value of sig. F change > 0.05, then it is not correlated.

Table 6. Results of Multiple Correlation Test Analysis
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.667a	.445	.427	3.52253	.445	24,493	2	61	.000

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

From table 6 above, it is known that the correlation coefficient value obtained is 0.667. The correlation value of 0.667 based on the criteria proposed by (Sugiyono 2013: 250) is included in a strong relationship in the class interval between 0.60 - 0.799.

Coefficient of Determination

The coefficient of determination is a correlation coefficient or also called R-square. The coefficient of determination determines how much influence each independent variable has on the dependent variable in the form of a percentage. By using SPSS, the coefficient of determination is obtained, which can be seen in the following output table:

Table 7. Coefficient of Determination Test Results
Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667a	.445	.427	3.52253

a. Predictors: (Constant), Work Supervision, Work Discipline

b. Dependent Variable: Employee Performance

Based on the table above, information is obtained that the value of the correlation coefficient (R) obtained is 0.667. Thus the coefficient of determination can be calculated as follows:

$Kd = (r)^2 X 100 \%$

$Kd = (0.667)^2 X 100\%$

$Kd = 44.48\%$

From the calculation results above, it can be seen that the coefficient of determination obtained is 44, 48%. It shows that the independent variables tested consist of Work Discipline and Work Supervision that contributes to Employee Performance at PT. Sinar Gloria Abadi is 44.48%, while the remaining 55.52% is influenced by other variables not examined.

Hypothesis test

Simultaneous Hypothesis Testing (F Test)

To prove whether the two independent variables consisting of Work Discipline and Work Supervision have a significant effect on Employee Performance, hypothesis testing is carried out with the following hypothesis formulation:

$H0:\beta1 = 2 = 0$, meaning that simultaneously, the two independent variables, Work Discipline, and Work Supervision, have no significant effect on Employee Performance of PT. Eternal Gloria Rays.

$H0:\beta1\ 2\ 0$, meaning that simultaneously, the two independent variables, Work Discipline, and Work Supervision, have a significant effect on Employee Performance of PT. Eternal Gloria Rays.

Significance level ( ) : 0.05

Test criteria: reject H0 if the value of t-count > t-table, H1 is accepted

The value of the F test statistic table can be seen from the following output table:

Table 8. Simultaneous Hypothesis Testing

ANOVAa

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	607,831	2	303.915	24,493	.000b
	Residual	756,903	61	12,408		
	Total	1364,734	63			

A. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Supervision, Work Discipline

Based on the calculation results above, it can be seen that the F-count value obtained is 24,493. This value will be compared with the F-table value in the F distribution table. With= 0.05, df1 = 2 and df2 = 61, the F-table value is 3.15. From value– the value above, it can be seen that the value of F-count (24.493) > F-table (3.15), by the criteria for testing the hypothesis that H0 is rejected and H1 is accepted. It means that simultaneously the two independent variables consisting of Work Discipline and Work Supervision have a significant effect on Employee Performance of PT. Eternal Gloria Rays.

Hypothesis Testing (t-Test)

Hypothesis Testing t-Test Variable X1

$H0:\beta1 = 0$ That is, partially work discipline has no significant effect on employee performance at PT. Eternal Gloria Rays.

$H0:\beta1\ 0$ That is, partially work discipline has a significant effect on employee performance at PT. Eternal Gloria Rays.

Significance level ( ) : 0.05

Test criteria: reject H0 if the value of t-count > t-table, H1 is accepted.

By using SPSS, the results of the simultaneous X1 hypothesis testing are obtained as follows:

Table 9. Hypothesis Testing t-Test Variable X1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,387	3.646		3,672	.001
	Work Discipline	.277	.056	.478	4.955	.000
	Work Supervision	.355	.086	.398	4.126	.000
A. Dependent Variable: Employee Performance						

Based on the table above, it is known that the t-count value obtained by Work Discipline (X1) is 4.955. This value will be compared with the t-table value in the t-distribution table. With= 0.05, df = NK-1 = 64-2-1 = 61, the t-table value for the two-party test is 1.999. From the values above, it can be seen that the t-count value obtained is 4.955, which is outside the t-table value (- 1.99962 and 1.99962). By the criteria for testing the hypothesis that H0 is rejected and H1 is accepted, work discipline significantly affects employee performance at PT. Eternal Gloria Rays.

$H0:\beta2 = 0$ That is, partially Work Supervision has no significant effect on Employee Performance at PT. Eternal Gloria Rays.

$H0:\beta2\ 0$ This means that work supervision partially has a significant effect on employee performance at PT. Eternal Gloria Rays.

Significance level ( ) : 0.05

Test criteria: reject H0 if the value of t-count > t-table, H1 is accepted.

By using SPSS, the results of the simultaneous X1 hypothesis testing are obtained as follows:

Hypothesis Testing t-Test Variable X2

Table 12. Hypothesis Testing t-Test Variable X2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,387	3.646		3,672	.001
	Work Discipline	.277	.056	.478	4.955	.000
	Work Supervision	.355	.086	.398	4.126	.000
a. Dependent Variable: Employee Performance						

Based on the table above, it is known that the t-count value obtained by Work Discipline (X1) is 4.955. This value will be compared with the t-table value in the t-distribution table. With= 0.05, df = NK-1 = 64-2-1 = 61, the t-table value for the two-party test is 1.999. From the values above, it can be seen that the t-count value obtained is 4.126, which is outside the t-table value (-1.999 and 1.999). By the criteria for testing the hypothesis that H0 is rejected and H1 is accepted, work discipline significantly affects employee performance at PT. Eternal Gloria Rays.

Discussion

1. The Effect of Work Discipline on Employee Performance

Based on this research, the work discipline variable partially affects the employee performance of PT. Eternal Gloria Rays. The Work Discipline Variable in this study has a regression coefficient with a positive direction. Work Discipline has a regression coefficient value of 0.277, indicating that when Work Discipline is increased, it is predicted to increase Employee Performance by 0.277 times. This research is in line with the results of previous research conducted (Hasan, 2013). Employee Discipline has a solid and significant relationship (Danuriatmaja, 2013). Discipline has a significant influence on work productivity.

2. The Effect of Work Supervision on Employee Performance

Based on this research, the work discipline variable partially affects the employee performance of PT. Eternal Gloria Rays. The Work Discipline Variable in this study has a regression coefficient with a positive direction. Work Discipline has a regression coefficient value of 0.355, indicating that when Work Discipline is increased, it is predicted to increase Employee Performance by 0.355 times. This research is in line with the results of previous research conducted earlier (Sari, 2011). Work Supervision has a significant effect on Employee Performance (Marpaung and Agustin, 2014). Supervision has a significant effect on the performance of the Riau High Prosecutor's Office, Rofli (Baktiyasa & Farida, 2017). Work Supervision has a significant effect on employee productivity. Images can accompany the description exposure,

CONCLUSION

This study uses the variables of Work Discipline, Work Supervision, and Employee Performance. This study examines and observes the importance of Work Discipline and Work Supervision on Employee Performance in an organization, especially at PT. Eternal Gloria Rays. Based on research from the three variables and questionnaires distributed along with the results of the interviews, the authors were able to analyze data based on the results that have been tested so that the following conclusions can be drawn:

1. The workplace discipline variable has a positive influence on Employee Performance, that the Work Discipline variable has a significant influence on Employee Performance.
2. The work Supervision variable has a positive influence on employee performance, which means that the work supervision variable has a significant effect on employee performance.
3. Employee Performance Variables are influentially seen from the results of indicators, namely the respondents' responses regarding Employee Performance with indicators of Work Quality and Work Quantity with an assessment in the good interval.
4. According to the results of linear regression, it was found that work discipline and work supervision on employee performance had a significant effect on employee performance.

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