EFFECT OF WORK SUPERVISION AND DISCIPLINE ON EMPLOYEE PERFORMANCE
(STUDY ON A MANUFACTURING COMPANY IN BANDUNG CITY)

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ABSTRACT

This study aimed to determine the effect of supervision and work discipline on employee performance. This research method uses a quantitative approach with multiple regression analysis. The source of this research uses primary data. This research data collection using a questionnaire. The sample of this research is 57 employees using the saturated sampling technique. The results of this study indicate that partially and simultaneously, there is a significant influence between the variables of supervision and work discipline on employee performance, where supervision and work discipline have a simultaneous effect of 58.8% on employee performance. At the same time, the remaining 41.2% were influenced by other factors not observed in this study. Recommendations for performance the supervision carried out can be hiring human resources following the qualifications. Furthermore, preferably implementing a reward and punishment system for those who have a good or inadequate level of work discipline, pay attention to the level of employee attendance, establish rules, and strict legal sanctions.

Keywords: supervision, work discipline, employee performance.

INTRODUCTION

The company is a significant business managed or ran by individuals or collectively that requires significant capital, which aims to achieve the company's goals. In managing its business, employees assist it. Therefore, the company's leadership and employees must cooperate reasonably and solidly regardless of the position level so that the expected company goals can be achieved optimally.

Achieving the company's goals is guided by the potential of human resources owned by each employee. Therefore, companies must have good human resource management because human resource management is not only a mere strategic activity but is also something essential in achieving organizational goals. (Suryadana & Sidharta, 2019) To

achieve the organization's goals, every organization or company must always try to improve the performance of its employees.

Good performance for a company depends on its human resources; besides that, it also requires assessment and supervision by the company to produce accurate information about the behavior and performance of employees; thus, the sustainability of a company depends on employee performance. Performance refers to the level of achievement of the tasks that make up an employee's job. The performance also reflects how well an employee fulfills the requirements of a job.

The new workforce law examines and describes all applicable labor provisions in Indonesia in greater depth. This provision was made to fulfill a sense of justice for all parties, be it business actors, employees or workers, the government, and the wider community. Every company that wants to maximize the performance of its employees should be able to meet the provisions contained in the law. To improve employee performance, many factors influence education, work discipline, motivation, and a conducive work environment. In performance, it is known as the performance appraisal used for performance measurement. Performance appraisal is an essential mechanism for management to explain performance objectives and standards. Performance appraisal can divide into 2, namely objective performance appraisal, which use to evaluate performance against specific standards, and subjective performance appraisal, which use to evaluate how well an employee works as a whole. This study only focused on the factors of discipline and work supervision. In theory, if discipline and work supervision can run well and maximally, employees' performance will be good. (Lee, Idris & Tuckey, 2019; Shaju & Subhashini, 2017; Cangiano, Parker & Yeo, 2019)

The disciplined attitude of each employee can measure performance. High work discipline will automatically produce a good performance as well. Work discipline is a management activity to implement organizational standards. Every employee must have an internal awareness of the discipline of his work because the average individual better understands what expect in his work.

Nica (2016) argues that employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes, and behavior so that employees voluntarily try to work cooperatively with other employees and improve their performance. There are several things related to discipline, one of which is the violation of employees within the company. Violations can minimize by enforcing several company standards or rules that all company managers must comply with. In addition, this condition aims to encourage self-discipline of employees; in this way, employees are expected to maintain their self-discipline, not because of coercion but arises of each individual.

Work supervision is an action or activity carried out by a manager to determine whether the course of work and the results are following the plan. Jahanzeb, Fatima, Bouckenooghe & Bashir (2019) said work supervision could determine what must achieve, namely, standards. What it does, namely implementation—assessing implementation if necessary to make improvements to follow the plan, in harmony with the standard.

Performance is also greatly influenced by the level of supervision during working hours. Work supervision that is not optimal can allow employees to act arbitrarily and even commit violations contrary to the rules that apply in the company; if this happens, it will automatically harm the company. (Walter, Lam, Van Der Vegt, Huang & Miao, 2015)

To produce good company performance, the company must also have good employee performance. Among the various things that affect employee performance are the process of supervision and work discipline. The better the supervision and work discipline estimate that the employee's performance will be even better. Referring to the results of the researchers' initial observations in the field regarding supervision, work discipline, and performance of warehouse employees, the researchers collected from a manufacturing company in the city of Bandung, which is engaged in cable manufacturing. An exciting phenomenon was obtained based on an initial survey conducted on 20 employees of the finished goods warehouse showing the results as follows, for the dimensions of employees having technical abilities that are following their fields of work, as many as 45% people agree and 55% people disagree. The employee dimensions have equipped with a qualified work conceptual as many as 60% people agree and 40% disagree. The dimensions of employees having good interpersonal relationships with co-workers are 50% people agree, and 50% disagree. The initial survey shows that the performance of the finished goods warehouse employees is still not in line with the expectations of the management.

Based on an initial survey conducted on 20 employees of the finished goods warehouse, which showed the following results, for the dimensions of the input control process in the warehouse section that was following the applicable SOPs, as many as 50% people agreed and 50 people disagreed. Furthermore, the dimensions of the process of releasing goods from the warehouse section were constantly following the applicable rules is as much as 40% of people agree, and 60% of people disagree. Therefore, from the survey results above, it can see that there is still a lack of supervision carried out on employees of the finished goods warehouse.

Based on an initial survey conducted on 20 employees of the finished goods warehouse showing the following results, for the dimensions of employee work procedures always follow the rules set by the leadership as many as 40% of people agree and 60% of people disagree. Furthermore, the dimensions of employees have high obedience to the leadership as much as 45% of people agree, and 55% disagree. Finally, the dimension of employees who are always responsible for every job they carry out is as many as 50% agree and 50% disagree. Therefore, the initial survey above shows that the work discipline of the finished goods warehouse employees is still not optimal.

Based on the description of the problem above, the researcher formulates the problem of how the influence of supervision and work discipline on employee performance with the aim of research to examine the effect of supervision and work discipline on employee performance.

METHOD

This type of research analyzes quantitative/statistical data to test the established hypothesis and then interprets the results of the analysis to obtain conclusions. In this study, the author uses descriptive and associative research methods because of the variables examined. The aim is to present a structured, factual picture of the facts and the relationship between the variables studied.

In this study, the descriptive method is used to determine how supervision and work discipline conditions affect employee performance. In this study, the associative method was used to examine the effect of supervision and work discipline on employee performance.

The research place is one of the manufacturing companies that produce cables for the industry. The source of data used in this study is primary data. Primary data was obtained from the answers to the questionnaires distributed to employees designated as the research sample of 57 people.

In this study, there are three variables used, namely:

The independent variables in this study were Supervision (X1) and Work Discipline (X2). The measurement dimension of Supervision (X1) uses Input Control, Behavior Control, and Expenditure Control. Dimensions of measuring Work Discipline (X2) using Attendance, Work Procedures, Obedience to Superiors, Work Awareness, and Responsibilities.

The dependent variable or the dependent variable (Y) in this study is Employee Performance. Employee performance is defined as the ability of employees to perform specific skills. Dimensions of measurement using technical, conceptual, and Interpersonal Relationship Ability.

In this study, to determine the effect of supervision and work discipline on employee performance, it will be analyzed using analytical techniques in multiple regression analysis. Which is an analytical tool to measure the magnitude of the influence of more than one independent variable on one dependent variable as a predictor factor with the following equation model: $Y = a + \beta_1 X_1 + \beta_2 X_2 + e$

Description:

Y = Employee Performance

a = constant

β = Regression coefficient

X1 = Supervision

X2 = Work Discipline

e = error (residual)

The coefficient is positive (+), which means a unidirectional relationship between the independent and dependent variables. In other words, an increase (decrease) in the size of the independent variable will follow by a significant increase (decrease) in the size of the dependent variable. Meanwhile, if the coefficient is negative (-), there is an opposite relationship between the independent and dependent variables. In other words, every

increase (decrease) in the value of the independent variable will follow by a decrease (increase) in the value of the dependent variable.

RESULTS AND DISCUSSION

Prior to data analysis, validity testing is conducted to measure the validity or validity. All questionnaire items that reach r count at n = 57 or df = n-2 = 55, which is 0.300. Meanwhile, items with a correlation coefficient value below 0.300 are considered invalid and invalid items can be omitted. Reliability measurement is done by one shot with Cronbach Alpha (α) statistical test. A constructor variable is reliable if it gives a Cronbach Alpha value > 0.70.

The results of the validity and reliability test of the three variables studied are presented in Table 1 below:

Table 1. Recapitulation of The Results of the Validity and Reliability Tests

Item	Indeks	Item	Indeks	Item	Indeks
P1	0.443	D1	0.474	K1	0.463
P2	0.537	D2	0.519	K2	0.626
P3	0.559	D3	0.681	K3	0.434
P4	0.583	D4	0.727	K4	0.465
P5	0.492	D5	0.682	K5	0.501
P6	0.639	D6	0.434	K6	0.579
P7	0.558	D7	0.548	K7	0.629
P8	0.715	D8	0.451	K8	0.572
P9	0.732	D9	0.414	K9	0.643
P10	0.664	D10	0.611	K10	0.565
P11	0.412	D11	0.651	K11	0.363
P12	0.386	D12	0.662	K12	0.359
P13	0.336	D13	0.677	K13	0.332
P14	0.301	D14	0.638	K14	0.334
P15	0.349	D15	0.323	K15	0.356
Supervision (X1)			0.863		
Work discipline (X2)			0.892		
Employee performance (Y)			0.845		

In table 1 above, it can seem that the validity index value of each statement item is more excellent than 0.300 so that it can conclude that all statement items on the variables of supervision, work discipline, and employee performance are valid and appropriate to use as measuring instruments for supervision, work discipline, and employee performance. Furthermore, the reliability value of the statement items on the

questionnaire of the three variables is more significant than 0.70. This result indicates that the questionnaire items on the variables of supervision, work discipline, and employee performance are reliable for measuring their respective variables.

The description of the respondent's response data can use to find out how the respondent's response to each variable indicator. For example, the number of respondents' response scores shows that the respondents' responses to the 15 statements submitted regarding supervision (X1) are included in the reasonably good category. Based on the continuum line criteria, all activities are carried out to ensure and ensure that the tasks/work follows the predetermined plan. Therefore, the policies with outlines and the orders (rules) given are considered good. Based on the table above, the company gives awards to employees who achieve their targets well even though it has not become a priority.

Through the number of respondents' response scores, it can see that the respondents' responses to the 15 statements submitted regarding Work Discipline (X2) include in the reasonably good category; thus, a person's awareness and willingness to obey all company regulations and social norms that apply to employees is considered sufficient good, where responsibility is the best thing shown by employees even though the level of employee attendance is the thing that must be considered the most.

The data analysis technique in this study used multiple linear regression analysis to obtain a comprehensive picture of the relationship between one variable and another. Based on the calculation results, the constant values and regression coefficients can obtain so that multiple linear regression equations can form as follows:

$$Y = 14.5+0.437 X1+0.323X2$$

The above equation can interpret as follows:

b0 = 14.5 means that if supervision and work discipline is zero, employee performance is worth 14.5.

b1 = 0.437 means that if supervision increases by one unit and other variables are constant, then employee performance will increase by 0.437

b2=0.323 means that if work discipline increases by one unit and other variables are constant, then the employee performance variable will increase by 0.323

This correlation measures the degree of relationship and the direction of the relationship between the independent variables, namely the independent variables of supervision and work discipline, with the dependent variable of employee performance.

Based on the calculation results, it can conclude that the correlation coefficient for the supervisory variable with employee performance obtained a value of 0.738, indicating a strong positive relationship between supervision and employee performance. For the work discipline variable and employee performance, a value of 0.718 indicates a strong positive relationship between work discipline with employee performance.

Based on the calculation results, the value of R = 0.767 indicates a strong relationship between the independent variables simultaneously with the dependent variable, where the correlation coefficient is in the range of 0.60 - 0.799. After knowing the R-value of 0.767.

The coefficient of determination of 0.588 indicates that Supervision and Work Discipline have a simultaneous effect of 58.8% on Employee Performance. In comparison, the remaining 41.2% is influenced by other factors not observed in this study. Partially, the value of the independent variable Supervision and Work Discipline on the dependent variable is as follows:

The magnitude of the influence

Variable X1 = 0.456 X 0.738 = 0.337 = 33.7%

Variable X2 = 0.350 X 0.718 = 0.251 = 25.1%

The individual test results above know that the influence of the Supervision variable (X1) on Employee Performance is 0.337 or 33.7%. Moreover, the work discipline variable (X2) effect on employee performance is 0.251 or 25.1%.

This test was conducted to test whether each independent variable in this study, namely supervision and work discipline, partially had a significant effect on the dependent variable, namely the employee performance variable. The results of hypothesis testing indicate that supervision has a significant effect on employee performance variables. Work discipline has a significant effect on employee performance variables. The results showed that partially the supervisory and work discipline variables had a significant effect on employee performance. Simultaneously, there is a significant influence of supervision and work discipline variables on employee performance. The results of the study support previous research conducted by Lapointe & Vandenberghe (2017) and Lin, Mainemelis & Kark (2016), and Hersona & Sidharta (2017), which prove that proper supervision and application of sanctions can improve employee performance.

CONCLUSION

The results showed that the supervision was in the reasonably good category. This result indicates that supervision, to ensure that the tasks or works follow the predetermined plan, is considered quite good; in this case, the company gives awards to employees who achieve their targets well even though it has considered employee qualifications not become a priority. Employee work discipline includes the reasonably good category, so the awareness and willingness of a person to comply with all company regulations and social norms that apply to employees are considered quite good. Where responsibility is the best thing shown by employees even though employee attendance is a matter of concern—the most to pay attention to. Employee performance includes the excellent category; thus, the ability of employees to carry out specific skills for department employees to be quite good. Especially the ability of employee's negotiation,

although it needs to be improved again in terms of providing technical capabilities. Partially and simultaneously, there is a significant influence between the variables of supervision and work discipline on employee performance, where supervision and work discipline simultaneously affect employee performance. In contrast, the rest were influenced by other factors not observed in this study.

Based on the research results, the company should further improve the supervision of employees; this needs to do because increased supervision has an impact on better employee performance so that the level of work productivity will be better. Supervision carried out can be hiring human resources following qualifications, supervision not only of bad employees but also of employees who have good performance. Besides that, supervision of financial management is quite a matter that needs to get a high priority. Concerning work discipline, the company should implement a reward and punishment system for those who have a good or inadequate level of work discipline, pay attention to employee attendance, establish strict legal rules and sanctions to provide a deterrent effect on employees and respect the rules made. It expects further researchers to carry out further development related to research by using a wider research object or adding other independent variables that affect employee performance, such as work motivation and organizational culture.

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