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## **Optimizing Employee Performance: The Role of Supervision and Work Discipline at PT Silver Kris Bandung**

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***Abstract:***

*This study aims to determine the influence of supervision and work discipline on employee performance. The population of this study is employees of PT Silver Kris, a manufacturing company that produces yarn in the textile industry. The research method used is a quantitative approach with descriptive analysis. Sample calculation uses the Slovin formula. The sample was determined using random sampling techniques. Data was collected through the distribution of questionnaires. The data processing results show that both partially and simultaneously it is confirmed that supervision and work discipline have a positive and significant influence on performance. The results of this study show that supervision and work discipline have an important role in improving the performance produced. High supervision and work discipline will result in high performance.*

***Keywords:*** Performance, Supervision, Work Discipline

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### **1. Introduction**

Every company has a goal, and achieving that goal requires the effective and efficient use of resources. Among these resources, human resources (HR) are the most valuable asset for any organization (Efendi et al., 2020). Proper management of HR is crucial for an organization to achieve its goals. Human resources encompass the human component that plays a significant role in performing tasks. One of the main functions of human resource management is supervision, which ensures that employee performance aligns with established standards (Min et al., 2020). Effective supervision involves setting performance measures, comparing them to standards, and making necessary corrections (Prasetyo et al., 2022). Employees who perform well contribute significantly to achieving the company's goals, emphasizing the importance of supervisory oversight (Rahmi et al., 2020). Supervision is a process to oversee the performance of all organizational activities, ensuring that all work is carried out as planned (Sitopu et al., 2021).

However, suboptimal supervision can lead to arbitrary actions by employees and violations of company rules (Maryani et al., 2021). Good supervision ensures smooth work processes and excellent work outcomes. Additionally, supervision helps monitor

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operational errors, implementation weaknesses, and other factors that can negatively impact the organization (Warman et al., 2022). Continuous monitoring is needed to positively influence growth and transformation (Sulistiyowati, 2021). Monitoring ensures that activities and actions are directed toward achieving goals and prevents deviations.

Work supervision is a management action to assess work progress and ensure results align with the plan (Sinambela et al., 2020). This process ensures that employees receive sufficient attention to perform at their best. Supervision can be defined as all efforts to oversee operational activities to ensure alignment with the company's plan (Sudjono, 2022).

In addition to supervision, work discipline significantly affects employee performance (Iptian et al., 2020). Work discipline is a condition where employees are required to behave and perform activities according to predetermined rules. Compliance with organizational regulations fosters confidence to maintain and improve organizational goals objectively (Rivaldo & Nabella, 2023). Discipline is a management activity to enforce operational standards. Every employee must have internal awareness of discipline in their work, as it enhances their understanding of expectations (Persada & Nabella, 2023).

Employee performance refers to an employee's ability to achieve results in their work. Performance is the outcome of specific work performed by workers, usually measured by organizational standards (Efendi et al., 2020). The quantity and quality of performance are measured through job evaluations. Performance results from work realized by an individual, based on their ability, experience, seriousness, and time (Min et al., 2020). Effective job evaluations clarify job objectives and standards (Tampubolon & Sibuea, 2023). Performance appraisals are divided into objective evaluations, based on specific criteria, and subjective evaluations, based on overall performance (Sinambela et al., 2020).

Numerous studies have highlighted the importance of supervision and work discipline in improving employee performance. For instance, Efendi et al. (2020) and Iptian et al. (2020) found that work discipline and compensation significantly affect employee performance. Maryani et al. (2021) demonstrated a relationship between work motivation, work discipline, and employee performance.

Despite the existing research, there is limited understanding of how supervision and work discipline specifically impact employee performance at PT Silver Kris Bandung. This study seeks to fill this gap by providing a detailed analysis within this specific organizational context.

This research is urgent because effective supervision and work discipline are critical for organizational success. Understanding their impact on employee performance can help PT Silver Kris Bandung develop strategies to enhance productivity and achieve its goals. The objectives of this research are:

1. To analyze the effect of supervision on employee performance at PT Silver Kris Bandung.
2. To examine the impact of work discipline on employee performance at PT Silver Kris Bandung.
3. To provide recommendations for improving supervision and work discipline to enhance employee performance.

By addressing these objectives, this research aims to contribute to the existing body of knowledge and offer practical insights for PT Silver Kris Bandung.

## **2. Theoretical Background**

### **Employee Performance**

Employee performance refers to how well an individual executes their job duties and responsibilities. Performance is the result of certain work performed by employees, which is typically measured against the standards set by the organization (Efendi et al., 2020). It encompasses both the quality and quantity of work, often evaluated through job performance appraisals. These appraisals can be objective, based on specific criteria, or subjective, based on overall employee performance (Sinambela et al., 2020). High employee performance is critical for achieving organizational goals as it directly impacts productivity and efficiency.

Performance is influenced by various factors including motivation, competence, and work environment. For instance, Prasetyo et al. (2022) emphasized the importance of work discipline and motivation in enhancing employee performance. Meanwhile, Rahmi et al. (2020) highlighted the role of leadership and empowerment in improving work discipline, which in turn positively affects employee performance. Effective supervision and maintaining high work discipline are also critical components that significantly contribute to high performance levels (Min et al., 2020).

### **Supervision**

Supervision is a key function of human resource management that ensures employees' activities align with the organization's goals and standards (Warman et al., 2022). Effective supervision involves setting clear performance measures, comparing them to standards, and implementing corrective actions when necessary (Min et al., 2020). Supervision not only guides employees in their work but also provides feedback that can help improve their performance (Sitopu et al., 2021).

Effective supervision can prevent arbitrary actions and violations of company rules by employees, thus ensuring smooth and efficient operations (Maryani et al., 2021). It also helps in identifying and correcting operational errors and weaknesses, contributing to the overall effectiveness and success of the organization (Sulistiyowati, 2021). Moreover, continuous monitoring and feedback through

supervision foster a culture of growth and continuous improvement within the organization (Sudjono, 2022).

### **Work Discipline**

Work discipline refers to the adherence of employees to the rules, regulations, and procedures set by the organization (Efendi et al., 2020). It is a critical component that influences employee behavior and performance. Discipline ensures that employees perform their tasks in a consistent and orderly manner, which is essential for achieving organizational goals (Iptian et al., 2020).

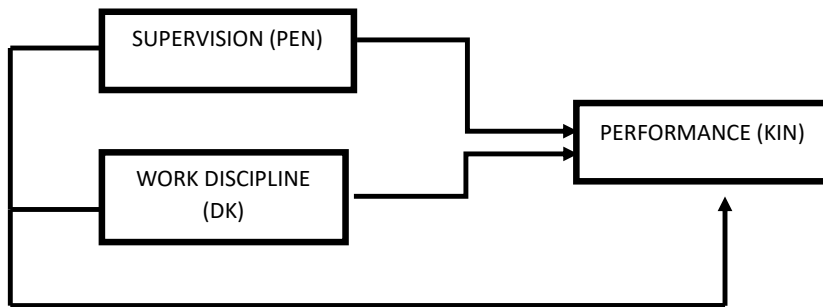
Work discipline is associated with compliance with organizational regulations, which fosters an environment of trust and reliability (Rivaldo & Nabella, 2023). It also instills confidence among employees to maintain and improve their performance. Discipline is an internalized behavior that employees develop over time, enhancing their understanding of organizational expectations and standards (Persada & Nabella, 2023).

### **Interrelationship Between Supervision, Work Discipline, and Employee Performance**

The relationship between supervision, work discipline, and employee performance is integral to achieving organizational effectiveness. Effective supervision ensures that employees are aware of their responsibilities and standards of performance (Warman et al., 2022). It provides necessary guidance and feedback, which helps in maintaining high levels of work discipline among employees (Rahmi et al., 2020).

When supervision is consistent and constructive, it reinforces work discipline, thereby reducing the likelihood of rule violations and operational inefficiencies (Maryani et al., 2021). This, in turn, leads to enhanced employee performance as employees are more focused, motivated, and aligned with the organizational goals (Sitopu et al., 2021). Moreover, disciplined employees are better at managing their tasks and responsibilities, which contributes to higher productivity and quality of work (Iptian et al., 2020).

Based on the description of supervision, work discipline and performance above, the research model can be described as shown in figure 1 below.



**Figure 1. Research Model**

Based on the research model, this study has 3 (three) hypotheses:

H1: Supervision has a positive and significant effect on performance

H2: Work discipline has a positive and significant effect on performance

H3: Supervision and work discipline have a significant influence on performance

### 3. Methodology

This study uses quantitative methods that are descriptive and verifiable. Descriptive research is the collection of data to test hypotheses or answer questions about the current state of research. It is an approach to studying facts about a group of people, an object, a state, a system of thought, or the context of a recent event. With the correct interpretation, analyze how work discipline and supervision have an impact on the performance of PT Silver Kris employees. The descriptive method is a method of solving research problems by describing the object of research and its circumstances in relation to people, organizations, society, and others. We use SPSS for data processing Population is an employee of PT Silver Kris. Data collection was carried out in the period from March 2024 to May 2024. The sampling method uses random sampling, that is, each member of the population has the same chance to be selected as a sample. The sample calculation technique uses the Slovin formula. From this calculation, a total of 86 samples were obtained in this study. Data processing using the SPSS application. The results of data processing are used to confirm the research hypothesis that has been determined beforehand

### 4. Empirical Findings/Result

#### Validity Test and Reliability Test

Table 1 and Table 2 below show the results of the Reliability and Validity test:

**Table 1. Validity Test**

Variable	Score	Criterion	Decision
PEN	0,368 – 0,724	0,361	Valid
DK	0,602 – 0,751	0,361	Valid
KIN	0,609 – 0,782	0,361	Valid

Source: Data processed (2024)

A validity test is a tool that serves to compare the data collected by the researcher from information about the events that occur on the object. In this validity test, each statement is considered valid if the value of the correlation coefficient is more than 0.3. The results of the validity test conducted on 86 respondents showed that the score was greater than the criterion of 0.361. By paying attention to the results of the validity test in table 1, it can be concluded that all data on the indicators and variables of the study are valid. The questionnaire was declared valid and of high quality to be used in this study.

**Table 2 Reliability Test**

Variable	Cronbach's Alpha	Condition	Information
Supervision	0,682	0,6	Reliable
Work discipline	0,807	0,6	Reliable
Performance	0,853	0,6	Reliable

Source: Data processed (2024)

Reliability tests are used to distribute questionnaires, which serve as a measure of construct variables. A variable can be considered trustworthy or responsible if a person's response to the statement is consistent or stable over time and reliable. A tool that can be used to measure the same object repeatedly and produce the same data is called a reliable instrument. Cronbach's Alpha value is acceptable if it is more than 0.6 (Sugiyono, 2019). A closer value of Cronbach's Alpha to 1 indicates that internal consistency is more reliable. The results of the reliability test showed that all variables had a Cronbach's Alpha value above 0.6, so that the questionnaire was of high quality and met the standards of the data collection tools used for the purpose of this study. Table 2 shows that all variables, including work discipline and supervision, meet the requirements.

### F Test, t Test and Coefficient Determination

The results of Test F, *Test t* and Coefficient of Determination are shown in table 3, table 4 and table 5:

**Table 3. Simultaneous (Test F)**

Type	Sum of Squares	Df	Mean Square	F	Sig
Regression	294.874	2	147.437	42.515	.000b
Residual	287.835	83	3.468		
Total	582.709	85			

Source: Data processed (2024)

Based on the table above, it is known that the Sig value is  $0.000 < 0.05$ , and the F value is calculated 42,515 greater than 3.34, so it can be concluded that simultaneously there is a significant influence of supervision and work discipline on employee performance.

**Table 4. Partial (Test t)**

Type	B	StdError	Beta	T	Sig
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Constant	7.487	3.561		2.102	.039
Supervision	.402	.126	.257	3.197	.002
Work Discipline	.690	.093	.596	7.427	.000

Source: Data processed (2024)

Based on Table 4, the Sig value of the observed variable is  $0.002 < 0.05$ , which shows that there is a significant influence between supervision and performance. In addition, the Sig value of the work discipline variable was  $0.000 < 0.05$ , which showed that the work discipline variable affected performance significantly.

**Table 5. Coefficient Determination**

Type	R	R-SQ	Adjusted R-Sq	Std Error
1	.711a	.506	.494	1.86223

Source: Data processed (2024)

Based on Table 5, it shows a determination coefficient value of 0.506 or 50.6 %. This shows that 50.6% of the performance can be explained by supervision and work discipline, while the other 49.4% is influenced by other variables that are not discussed in this study.

## 5. Discussion

The results of hypothesis testing (H1) indicate a positive and significant influence of supervision on performance. This aligns with previous findings by Min et al. (2020), who emphasized that effective supervision is crucial for aligning employee activities with organizational goals. The respondents' statements reflect that the influence of supervision on performance meets sufficient criteria, and the level of employee performance is relatively high. This suggests that increased supervision correlates with improved performance, supporting the theory that stringent supervision can lead to higher employee performance (Sitopu et al., 2021). The positive relationship between supervision and performance reinforces the idea that robust supervisory practices enhance employee output and effectiveness.

The results of hypothesis testing (H2) show that high work discipline positively affects performance. Discipline involves an individual's awareness and willingness to comply with company regulations and social standards, which is essential for maintaining order and efficiency in the workplace (Rivaldo & Nabella, 2023). The findings suggest that higher employee discipline correlates with better performance at PT Silver Kris, corroborating research by Iptian et al. (2020), who found that disciplined employees tend to exhibit higher levels of productivity and job performance. This indicates that maintaining a high level of discipline among employees significantly contributes to achieving organizational goals.

Hypothesis testing (H3) reveals that supervision and work discipline together significantly impact employee performance. This simultaneous effect underscores the importance of both factors in enhancing performance. The results suggest that

effective supervision combined with high work discipline creates an environment conducive to high performance, as employees are more likely to adhere to organizational standards and deliver quality work (Maryani et al., 2021). The positive and significant influence of these variables on performance is consistent with findings from previous studies, such as those by Warman et al. (2022), which highlighted that strong supervision and discipline practices are critical for boosting employee performance.

These findings are consistent with prior research. For instance, Efendi et al. (2020) noted that employee performance is significantly impacted by both supervision and discipline, indicating that these factors are integral to achieving high performance. Similarly, Prasetyo et al. (2022) found that supervision and discipline positively and significantly influence employee performance, suggesting that enhancing these components can lead to better organizational outcomes. This study reinforces the importance of supervision and discipline in improving employee performance, confirming that effective supervisory practices and disciplined behavior are key drivers of employee productivity and success.

In summary, the results of this study align with existing literature, showing that supervision and work discipline play a crucial role in enhancing employee performance. Organizations should focus on strengthening these areas to achieve higher productivity and efficiency. By doing so, companies like PT Silver Kris can ensure their employees are motivated, disciplined, and capable of meeting organizational goals effectively.

## **6. Conclusions**

This study demonstrates that supervision and work discipline have a positive relationship with employee performance at PT Silver Kris. Specifically, high levels of supervision and work discipline contribute to improved performance outcomes. The findings indicate that effective supervision and stringent work discipline are crucial for achieving the highest levels of employee performance. This positive impact highlights the importance of implementing strong supervisory practices and maintaining strict discipline within the organization. Therefore, to enhance performance and meet organizational goals, it is essential to strengthen supervisory practices and enforce work discipline rigorously. Effective supervision can be improved through increased monitoring, conducting regular briefings before work, and implementing employee assessments to ensure continuous performance enhancement.

Future research could explore several avenues to build on the findings of this study. Conducting longitudinal studies to observe the long-term effects of supervision and work discipline on employee performance could provide deeper insights into the sustainability of these practices. Additionally, comparative studies across different industries or regions could help identify if the impact of supervision and work discipline on performance varies by context, aiding in understanding the



generalizability of the findings. Lastly, incorporating qualitative approaches could provide a deeper understanding of the underlying mechanisms through which supervision and work discipline influence performance, offering a more comprehensive view of these dynamics.

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