Implications of work discipline, job satisfaction and work supervision on employee performance

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Abstract
This research was conducted to explore the crucial factors influencing employee performance in the work environment. The variables under consideration were work discipline, job satisfaction, and work supervision, as they were believed to have a significant impact on employee performance PT. SPN Sidoarjo, Indonesia, aimed to enhance employee performance to attain better company objectives. Therefore, this study sought to provide a deeper insight into the relationship between work discipline, job satisfaction, work supervision, and employee performance. The research employed a quantitative approach, utilizing multiple linear regression analysis. A total of 50 employees from the company participated in the study. Data analysis was carried out using the SPSS program. The research findings indicated that all independent variables (work discipline, job satisfaction, and work supervision) had a positive and significant influence on employee performance, both individually and collectively. This article contributes to a comprehensive discussion on the implications of work discipline, job satisfaction, and work supervision on enhancing employee performance.
Keywords: Work discipline, Job satisfaction, Human resources, Performance, Commitment.

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1. Introduction

Efficient and professional management of human resources is crucial for achieving a harmonious balance between employees' needs and the organization's requirements. Human resources play a central and dynamic role in all company activities, serving as both planners and executors in the pursuit of set objectives and aspirations. To achieve optimal outcomes, effective management of these resources is imperative. The successful execution of tasks relies heavily on the performance of employees; hence, it becomes essential for companies to diligently monitor and evaluate each employee's contribution.

PT. SPN Sidoarjo, Indonesia is a pharmaceutical company that has been involved in producing skincare and beauty cosmetics since 2009. With a team of highly skilled and knowledgeable professionals, the company places a strong emphasis on delivering top-notch quality, efficiency, and excellent service to fulfill the expectations of all its staff members. Recognizing the vital role of employees as a driving force behind various company activities, PT. SPN Sidoarjo strives to maximize employee performance by continuously optimizing their efforts.

The organization wants to improve employee performance, which is described by Kasmir in Wijaya & Fauji (2021) as the result of work and work behavior within a given timeframe, performing assigned duties and obligations. Employee performance encompasses the quality and quantity of achievements, including meeting work standards, targets, and agreed-upon goals. To ensure the attainment of work standards and agreed targets, the company must prioritize employee satisfaction to foster a strong sense of responsibility towards their tasks. This, in turn, boosts enthusiasm, morale, and ultimately contributes to the company's goal achievement through improved employee performance.

The first indication of the Work Discipline factor, is experiencing several problems such as a tendency to decrease employee discipline, this can be marked by employees who are often late and absent which results in a decrease in employee performance. This description is in line with the results of research conducted Wijayanto & Hermanto (2020) recent findings highlight the significance of companies focusing on employees' work discipline within the organizational environment. A strong work discipline leads to improved employee performance and facilitates the accomplishment of company objectives. Demonstrating great discipline reflects an individual's commitment to fulfilling assigned tasks (Qoirunnysha, 2021). On the contrary, a lack of discipline can lead to delays in employee performance and a backlog of unfinished tasks. Without a sound discipline culture, companies may struggle to attain optimal outcomes.

Based on data on achieving the target of completion of cosmetic products by PT. SPN Sidoarjo period of 2020-2022, there is a problem where in 2020: the production target for product type X is 168,000 realized products, namely 160,000 products (minus 8,000 products), in 2021: the production target for product type X is 170,000 realized products, namely 158,000 products (minus -12,000 products), in 2022: the production target for product type X is 172,000 actual products, namely 162,000 products (minus -10,000 products). It can be explained from the conditions above that there are problems with the performance of employees in the company.

The decrease in employee performance can be attributed to a sense of discontent among employees due to leaders' failure to enforce rules and the absence of rewards for those with high discipline and outstanding performance. Consequently, employees frequently arrive late and display a lack of adherence to company regulations. Research by Steven & Prasetio (2020) that highlights that the degree of employee compliance with corporate regulations mostly depends on their pleasure or dissatisfaction since joining the company lends additional credence to this statement.

Another significant factor influencing employee performance is work supervision. To ensure employees are qualified and can perform optimally, effective work supervision becomes

crucial. Previous research conducted by Widiastuti et al. (2018) highlights the need for improved supervision to enhance employee performance. In initial observations made by researchers, it was noted that leaders' supervision was often inadequate, leading to less effective employee performance. As indicated by the implementation of assigned and targeted tasks that are frequently late such that work piles up and employees frequently arrive late owing to diminished work discipline, it is evident from the significant amount of working hours that have not been effective and efficient. As a result, all task implementation does not go well and has an impact on achieving company goals that are not running effectively and efficiently.

2. Literature Review
Work Discipline
As stated by Hasmah et al. (2019), work discipline serves as a communication tool for managers to effectively engage with employees, encouraging behavioral changes and promoting a heightened consciousness and a greater willingness to follow both company policies and societal norms is essential. Likewise, as mentioned in Hasibuan (2008), discipline involves an individual's awareness and readiness to abide by organizational regulations and societal standards. This level of discipline demonstrates the person's strong sense of accountability towards their designated duties, fostering enthusiasm, morale, and ultimately contributing to the achievement of corporate, employee, and community objectives.

The criteria utilized for assessing work discipline, as outlined by Syarkani (2017), are as follows:

- Punctuality: Employees consistently arriving at the company on time, following a structured and regular schedule, exhibit commendable work discipline.
- Proper equipment usage: Exercising caution when handling equipment demonstrates good work discipline, safeguarding construction equipment from potential damage.
- High sense of responsibility: Employees who consistently fulfill assigned tasks in accordance with established procedures and take ownership of their work results are indicative of strong work discipline.
- Adherence to rules: Observing company regulations such as wearing designated uniforms, using identification cards, and seeking permission when necessary reflects a high level of discipline.

Job satisfaction
As per Solihatun et al. (2021), job satisfaction refers to an employee's perspective on their work, encompassing factors such as work conditions, colleague collaboration, received rewards, and considerations of both physical and psychological aspects.

The indicators of job satisfaction, as outlined by Islamy (2019), include:

- Relationship with superiors: This indicator evaluates an individual's contentment with their superiors. Employees prefer working with supportive, caring, warm, and friendly superiors who acknowledge and appreciate good performance from their subordinates.
- Awards: This indicator measures the level of satisfaction individuals feel regarding the recognition and rewards they receive based on their work results. Every individual desire proper appreciation for their efforts, hard work, and dedication in contributing to the organization's progress.
- Work Procedures and Regulations: This aspect assesses job satisfaction concerning workplace procedures and regulations. Matters related to workplace procedures and regulations significantly impact an individual's job satisfaction, such as dealing with bureaucracy and workload while adhering to company procedures and regulations.

- The work itself: This indicator gauges job satisfaction related to the nature of the work itself, including opportunities for variety and recreation in tasks, staying engaged, gaining knowledge, taking on responsibilities, autonomy, job enrichment, and the complexity of tasks that match one's abilities and present challenges.

Work Supervision

According to Hapsari (2022), supervision is trying to make what is planned come true. Meanwhile, according to Siagian & Khair (2018), Supervision involves the comprehensive endeavor of overseeing operational activities to ensure their alignment with pre-established plans.

According to Siagian & Khair (2018) there are four indicators of work supervision, including:

- Input control: Input control pertains to the effective management of organizational resources, including materials, finances, and human resources. This mechanism involves aligning individual interests with the company's core objectives through meticulous employee selection, ensuring the recruitment of highly skilled and capable individuals. This includes methods like material testing, objectivity, training, voice aids, and facility support.
- Control of behavior: Behavior control encompasses all measures that regulate the actions of subordinates. Typically initiated by top management and cascading down to middle and lower management levels, behavior control's fundamental role is to ensure that subordinates carry out tasks in accordance with the company's planned objectives. It involves monitoring performance and conducting employee evaluations.
- Expenditure control: Expenditure control involves setting targets for subordinates to follow under the guidance of managers. In this aspect, managers define the desired outcomes that their employees must achieve. Expenditure control incorporates managing the reward system to recognize and incentivize profitable employee contributions, such as meeting work targets and receiving bonuses or rewards.
- Supervision: A form of activity that controls work compliance which includes; human beings (employees), object tools, and results of work.

Performance

According to Sanjaya et al. (2021), Performance refers to the outcomes of an individual or a group's work within a specific timeframe, indicating how effectively they meet the job requirements to accomplish organizational objectives. According to Purba et al. (2019), performance is the result of successfully completing assigned tasks and responsibilities within a designated period. Additionally, Harahap & Tirtayasa (2020) define performance as the achievements of an individual or a team within a company, adhering to their assigned roles and responsibilities, working together to achieve the organization's objectives while adhering to legal, moral, and ethical standards.

According to Robbins and Judge in Masrurotin (2021) revealed indicators to measure employee performance, namely:

- Quality: Employee work quality can be assessed based on how employees perceive the excellence of their outputs and the proficiency with which they handle tasks using their skills and abilities.
- Quantity: Quantity refers to the volume of output produced, measured in terms of the number of units or completed activity cycles.
- Timeliness: Timeliness measures how well tasks are done within the allotted time, taking into account how well they are coordinated with output outcomes and how best to use the time that is left over for other tasks.

- Effectiveness: Effectiveness pertains to the extent to which organizational resources (e.g., energy, finances, technology, and raw materials) are maximized to yield higher outcomes for each unit of resource usage.
- Independence: Independence signifies an individual's capacity to carry out their job responsibilities without requiring assistance or guidance from supervisors.
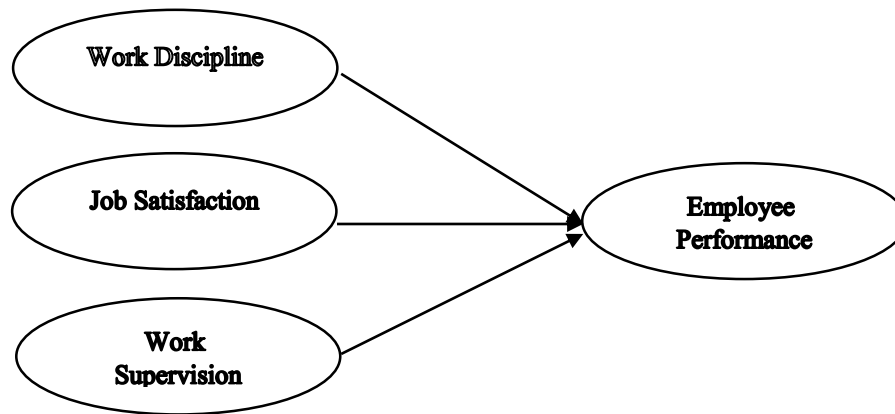

Figure 1. Conceptual Framework

Hypotheses
H1: Work discipline has a positive and significant influence on employee performance.
H2: Job satisfaction has a positive and significant influence on employee performance.
H3: Work supervision has a positive and significant influence on employee performance.
H4: The combined impact of work discipline, job satisfaction, and work supervision positively and significantly affects employee performance.

3. Methodology
The research employed a quantitative method, gathering data through questionnaires where respondents' answers were assigned scores. The sampling technique used in this study was saturated sampling, which involved using the entire population as the sample. In this case, all 50 employees of PT. SPN Sidoarjo, Indonesia, were included in the study. The data analysis was conducted using SPSS 21 software. In accordance with Sugiyono (2017), a number of tests were carried out, this involves conducting tests on the instruments used (validity and reliability tests), as well as evaluating classical assumptions (normality, multicollinearity, and heteroscedasticity tests), and performing multiple linear regression tests, coefficient of determination tests, dominant variable tests, and hypothesis testing (partial and simultaneous tests).

4. Results
Once the instrument test and classic assumption test, which met the necessary criteria, were completed, multiple linear regression tests, coefficient of determination tests, and hypothesis testing (both partial and simultaneous tests) were conducted as part of the analysis. The results of these tests were obtained using the SPSS 21.0 program, as shown below:

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to assess the influence of work discipline, job satisfaction, and job supervision on employee performance. The following outcomes were obtained from the data processing using the SPSS application.

Table 1. Multiple Regression Test Results

Model		Unstanda dized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.235	2.746		0.086	0.932
	Work Discipline (X1)	0.284	0.133	0.256	2.138	0.038
1	Job Satisfaction (X2)	0.548	0.178	0.361	3.082	0.003
	Work Supervision (X3)	0.374	0.165	0.295	2.268	0.028

a. Dependent Variable: Employee Performance (Y)

Based on the table above, the multiple linear regression calculation gives the following equation:

$$Y = 0.235 + 0.284X1 + 0.548X2 + 0.374X3 + e$$

Hypothesis Testing (t-Test)

The t-test is utilized to determine the individual impact of each variable, particularly the independent variable, on the dependent variable. Acceptance of the alternative hypothesis (Ha) and rejection of the null hypothesis (Hi) occur when the calculated t-value (t count) is lower than the critical t-value (t table), and the significance level (sig.) is greater than 0.05. This indicates that variable X has a minor influence on variable Y. On the other hand, if the t count exceeds the critical t-value, and the significance level is below 0.05, Ha is rejected, and Hi is accepted, signifying a substantial impact of variable X on variable Y. The results of the t-test calculations are presented in the table above.

- Regarding the influence of X1 on Y, the t-count value is 2.138, exceeding the t-table value of 2.012, and the Sig. value is 0.038, below the significance level of 0.05. This confirms the acceptance of H1, indicating a significant impact of X1 on Y.
- The impact of X2 on Y is indicated by a Sig. value of 0.003, which is less than 0.05, and a t-count value of 3.082, surpassing the t-table value of 2.012. Consequently, H2 is supported, signifying a substantial impact of X2 on Y.
- The impact of X3 on Y is reflected in two values: a t-count value of 2.268, higher than the t-table value of 2.012, and a Sig. value of 0.028, exceeding 0.05. Thus, H3 is validated, indicating a considerable impact of X3 on Y.

Hypothesis Testing (F-Test)

The F test is used to assess whether there is a significant relationship between the dependent variable and all independent variables in the model. If the calculated F value (F calculated) is equal to or greater than the critical F value (F table), then the null hypothesis (Ho) is rejected,

and the alternative hypothesis (Ha) is accepted and vice versa. The F table value is calculated using the number of independent variables (k) and the number of observations or samples (n-k-1) with a significance threshold of 5% (= 0.05) and degrees of freedom (df). The table below displays the results of the F test calculations.

Table 2. F- Test Results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	402.445	3	134.148		
1	Residual	333.555	46	7.251	18.500	0.000
	Total	736.000	49			

    a.   Dependent Variable: Employee Performance (Y)
    b.   Predictors: (Constant), Work Supervision (X3), Job Satisfaction (X2), Work Discipline (X1)

The presented output makes it clear that X1, X2, and X3 together have an impact on Y that produces a significant result of 0.000, which is less than 0.05. Additionally, the 18.500 F-count figure is higher than the 2.81 F-table value. H3 is therefore accepted, showing that X1, X2, and X3 combined had a considerable impact on Y.

Coefficient of Determination
The extent to which the model can explain the variability in the dependent variable is evaluated by the coefficient of determination (R^2). A lower R^2 value, ranging from zero to one, indicates limited capacity of the independent factors to account for the changes in the dependent variable. Conversely, a value close to one signifies that the independent variables offer substantial information to predict the variations in the dependent variable. The table below displays the results of the coefficient of determination calculation.

Table 3. Results of Coefficient of Determination

Model	R	R Square	Adjusted R Square	d. Error of the Estimate
1	0.739	0.547	0.517	2.693

a. Predictors: (Constant), Work Supervision (X3), Job Satisfaction (X2), Work Discipline (X1)

According to the provided output, the R Square value is 0.547, indicating that the combined influence of variables X1, X2, and X3 on variable Y accounts for approximately 54.7% of the variation.

5. Conclusions and Discussion
Kadarisman in Humairoh (2019) explains that supervision is a continuous process that aims to ensure that the implementation of duties, functions and authorities remains in accordance with the rules set by the organization, so that organizational goals can be achieved properly. Furthermore, Mangkunegara & Prabu (2017) argues that supervision is a factor that influences job satisfaction. When supervision is carried out according to company standards, employees tend to feel satisfied. This supervision is generally required during working hours and not all the time in the office.

Work discipline refers to the level of accuracy and consistency of employees in carrying out their duties according to established rules and procedures. Employees who have a high level of work discipline tend to have a tendency to work responsibly, avoiding tardiness, absenteeism, or other violations that can interfere with productivity. Disciplined employees also tend to be more task-oriented and have higher levels of accuracy in their jobs. Disciplined employees are usually more efficient and effective in completing their tasks, which in turn can improve their overall performance.

Job satisfaction refers to the level of satisfaction and happiness of employees towards their jobs and the overall work environment. Employees who are satisfied with their jobs tend to be more passionate, dedicated, and committed to giving their best in their jobs. Job satisfaction is also related to feelings of being valued, recognition for their performance, and career development opportunities. Employees who are satisfied with their jobs are more likely to perform optimally, have lower absenteeism rates, and tend to maintain good working relationships with the organization, all of which have a positive impact on their performance.

Work supervision includes the level of supervision, monitoring, and guidance provided by superiors or managers to employees. Proper supervision can help employees understand job expectations, get meaningful feedback, and overcome obstacles they may face in their jobs. Good supervision also helps identify problems and opportunities to improve employee performance. Effective work supervision can improve employee performance by providing the necessary support, direction and feedback to achieve work goals efficiently.

Overall, these three factors are interconnected and can have an impact on employee performance individually and collectively. Organizations that are able to maintain high levels of discipline, create satisfying work environments, and provide effective oversight tend to have more productive and high-performing employees. Over time, human resource management needs to pay attention to these three aspects to ensure employees stay motivated, contribute optimally, and feel connected to the goals and values of the organization.

Discipline, job satisfaction, and work supervision can be improved through the Daily Management System (DMS). DMS is a system that allows all members in an organization or company to know the tasks they must carry out for the smooth operation of the organization. This includes measuring and controlling aspects that support the achievement of company goals (Wahjoedi, 2023).

After analyzing and discussing the data related to the impact of Work Discipline, Job Satisfaction, and Work Supervision on the performance of PT. SPN, the following conclusions can be inferred.

- Work discipline positively and significantly influences employee performance.
- Job satisfaction positively and significantly influences employee performance.
- Work supervision has a positive and significant impact influences on employee performance.
- Collectively, work discipline, job satisfaction, and work supervision positively and significantly influence employee performance.
- The variables of work discipline, job satisfaction, and work supervision account for 54.7% of the explanation for employee performance, while the remaining 45.3% can be attributed to other variables not covered in this study.

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