International Journal of Business, Management & Economics
e-ISSN: 2746-1351
Vol. 7, No. 4, November 2026

The Factors Affecting Work Discipline and Work Supervision on Employee Performance at PT Mass Kelapa Sawit, Simalungun Regency.

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Article Information:
Received: August 13, 2026; Accepted: August 29, 2026; Published: November 10, 2026

Abstract

This study aims to empirically examine the effects of supervision and work discipline on employee performance at PT Mass Kelapa Sawit, Simalungun Regency. The findings are expected to provide strategic recommendations for developing managerial policies that strengthen internal controls and foster a disciplined work culture. This research was motivated by inadequate supervision and low employee discipline, which have contributed to declining work performance, as evidenced by irregular working hours and incomplete fulfillment of job responsibilities. This study employed a quantitative research method using a survey approach through questionnaire distribution. The population consisted of all 129 company employees. The sample was determined using the Slovin formula with a 5% margin of error, resulting in 98 respondents selected through simple random sampling. The data were analyzed using multiple linear regression to examine the partial and simultaneous effects of the independent variables, namely supervision and work discipline, on the dependent variable, namely employee performance. The results indicate that supervision and work discipline have a positive and significant effect on employee performance, both partially and simultaneously. Collectively, supervision and work discipline explain 42.3% of the variation in employee performance, while the remaining 57.7% is explained by other factors outside the research model.

Keywords: Work Discipline, Supervision, Employee Performance.

JEL Codes: M54, M12, J24

1. Introduction

In a company, employee performance reflects the effectiveness of human resource management (HRM) in managing and developing employees' potential. According to (Syahriza, 2022) optimal employee performance can be achieved when each individual demonstrates a strong sense of moral responsibility and work discipline in carrying out their duties (Akob et al., 2021) . Effective supervision not only monitors task implementation but also serves as a corrective, educational, and motivational mechanism. In an operational context, supervision measures efficiency, detects deviations, and ensures that organizational procedures are properly implemented. Conversely, work discipline reflects the extent to which individuals comply with

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the rules, schedules, and professional values the organization establishes. Effective supervision and high work discipline are believed to create a productive and efficient work environment.

PT Mass Kelapa Sawit, Simalungun Regency, as a business entity operating in the palm oil plantation and processing sector, must maintain operational stability through strong employee performance. However, field observations indicate weak supervision and low work discipline. Issues such as employee tardiness, non-compliance with standard operating procedures, and a lack of responsibility in completing assigned tasks have become major concerns that may reduce the organization's overall performance. If these issues are not addressed promptly, they may have long-term impacts on production efficiency, service quality, and the company's competitiveness.

Table 1. Employee Attendance Data, September–November 2025

Month	Number of Employees Present	Leave	Sick	Absent	Total
September 2025	113	9	5	2	129
October 2025	109	13	5	2	129
November 2025	104	17	6	2	129

Source: Company Data

Based on the attendance table above, the data indicate problems with work discipline and supervision at PT Mass Kelapa Sawit, Simalungun Regency. The data show an increase in employee absences from month to month, due to both leave and illness. This condition indicates a decline in employee discipline, which may affect the effectiveness of supervision and the achievement of work targets. Furthermore, interviews with the Human Resources Development (HRD) staff of PT Mass Kelapa Sawit, Simalungun Regency, found that the increase in employee absenteeism in recent months was caused by various factors. These factors include declining work motivation, inadequate direct supervision from superiors, and unstable employee health conditions. This phenomenon indicates that supervision and work discipline have not yet been implemented optimally.

As explained by (Nurbaiti, 2021) , the effectiveness of supervision does not depend solely on the presence of supervisors but also on a structured control system, such as digital attendance systems and periodic evaluations. In addition, (Atika, 2022) stated that improving work discipline needs to be supported by employee education and the internalization of an organizational culture that emphasizes responsibility and a strong work ethic.

Previous studies have reported different findings regarding the effects of work discipline and supervision on employee performance. According to Susanto & Dewi 2025) , work discipline has a partial effect on employee performance, while the simultaneous testing of supervision and work discipline also shows a significant effect on employee performance at the Social Affairs Office of Situbondo Regency. This finding indicates that both variables play an important role in improving employee performance. Similarly, (Suwarto et al., 2020) found that employability and work discipline influenced employee performance by 82.3%, while the remaining 17.7% was influenced by other variables, such as wages, job security, working conditions, achievement, training, and work experience.

However, different findings were reported by (Suharyanto et al., 2018) , who stated that supervision did not have a significant effect on employee performance, whereas work discipline

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had a positive and significant effect, both partially and simultaneously. These differences in previous research findings indicate the existence of a research gap regarding the extent to which supervision and work discipline affect employee performance.

Therefore, this study aims to empirically examine the effects of supervision and work discipline on employee performance at PT Mass Kelapa Sawit, Simalungun Regency. The findings of this study are expected to provide strategic recommendations for the development of managerial policies focused on strengthening internal controls and fostering a disciplined work culture.

2. Literature Review

2.1 Employee Performance

A. Definition of Employee Performance

Employee performance refers to the results achieved by an individual in carrying out assigned duties and responsibilities, both in terms of quality and quantity. Employee performance plays an important role in organizational success and is often used as a benchmark for assessing employees' contributions to the achievement of company objectives.

According to Utari et al. 2022) , performance is measured based on the output achieved within a specific period, while Widyastuti & Rahardja 2018 define performance as the achievement of organizational objectives through the implementation of strategies. (Maraimbang & Sukardi, 2024) emphasize that performance is closely related to customer satisfaction and employees' contributions to the achievement of the company's strategic objectives.

B. Factors Affecting Employee Performance

Employee performance is influenced by various internal and external factors. (Pusparani, 2021) Several factors include technology, salary, education, work environment, management, motivation, and facilities and infrastructure. (Kurniati & Fidowaty, 2017) categorizes the determinants of performance into two main factors: ability, which includes knowledge and skills, and motivation, which includes attitudes and work situations. The interaction between these two factors determines an individual's performance in achieving organizational targets.

In line with this view, (Syahriza, 2022) emphasizes that improving employee performance cannot be separated from employees' discipline and integrity in carrying out their duties. As the level of discipline increases, organizational productivity and effectiveness also tend to improve significantly.

C. Efforts to Improve Employee Performance

According to (Silaen et al., 2021) , employee performance can be improved by strengthening individual factors, such as abilities, skills, and background, as well as psychological factors, including perceptions, attitudes, personality, and motivation. Individuals with positive perceptions, high motivation, and personalities that are adaptive to their duties tend to demonstrate better performance.

D. Performance Assessment and Indicators

Performance appraisal is important as part of human resource evaluation and development. Silaen (2021) explains that performance appraisal uses performance standards that include quantity, quality, timeliness, independence, and work effectiveness.

2.2 Supervision

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A. Definition of Supervision

According to Nurbaiti (2021), effective supervision is carried out through mechanisms of evaluation, correction, and continuous guidance. Supervision is a management function that ensures work activities are carried out in accordance with established plans and procedures. This process includes monitoring, evaluation, and corrective actions to ensure work effectiveness and the achievement of organizational objectives (Takaendengan, 2018)

B. Types of Supervision

There are several types of supervision, including:

1. Feedforward supervision, which aims to prevent deviations before an activity begins.
2. Concurrent supervision, which is conducted while an activity is in progress.
3. Feedback supervision, which aims to evaluate work results after an activity has been completed (Iswandir, 2021)

C. Importance of Supervision

(Ikhsan, 2021) emphasizes that supervision serves as a productivity control mechanism that can improve organizational efficiency and accountability. Its importance lies in its preventive and corrective functions in addressing human-resource-related errors. As stated by Pusparani (2021), "Properly implemented supervision can reduce wasted time and improve work efficiency."

D. Factors Affecting Supervision

Several factors influence the effectiveness of supervision, including organizational complexity, the need to delegate authority, changes in the external environment, and errors in task implementation (Sofyanti, 2021)

E. Indicators of Supervision

Indicators of supervision include conformity with organizational conditions, flexibility, objectivity, timeliness, cost efficiency, and information accuracy. In addition, organizational members must accept supervision, and it must align with existing workflows (Busro, 2018) Research conducted by Harahap et al. (2023) in the context of civil servants (ASN) shows that supervision conducted by organizational leaders functions not only as a means of control but also as a mechanism for fostering work ethics and maintaining neutrality within the organization. This emphasizes that effective supervision can help develop a professional and responsible work culture.

2.3. Work Discipline

A. Definition of Work Discipline

Work discipline refers to the attitudes and behaviors employees demonstrate in complying with the rules and norms within an organization. According to (Tambuwun, 2021) , discipline refers to employees' awareness of and willingness to comply with company regulations. (Syahriza, 2022) states that work discipline not only reflects compliance with formal organizational rules but also demonstrates employees' moral responsibility toward Islamic work values, such as trustworthiness, honesty, and professionalism. Discipline based on ethical values serves as an important foundation for establishing an excellent work culture in both the public and private sectors. Sinambela (2018) adds that discipline reflects compliance with organizational

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regulations and social norms. Based on these various perspectives, work discipline can be defined as a form of employee loyalty and compliance with organizational policies and procedures.

B. Objectives of Work Discipline

Work discipline aims to:

1. Improve compliance with company regulations.
2. Support the optimal implementation of work activities.
3. Maintain work norms and ethics within the organization.
4. Encourage employee productivity.
5. Ensure the efficient use of company facilities (Lubis, 2023)

C. Types of Work Discipline

(Supomo & Nurhayati, 2018) classify work discipline into:

1. Preventive discipline: aims to prevent violations of established rules.
2. Corrective discipline: aims to address and correct violations that have occurred.

Work discipline can also be viewed from the perspectives of individual rights, retributive, utilitarian, and corrective approaches (Lubis, 2023).

D. Factors Affecting Work Discipline

According to (Sugiharjo, 2016) work discipline is influenced by leadership, the example set by superiors, compensation, the work environment, coordination, as well as the clarity of rules and supervision systems.

E. Indicators of Work Discipline

Sinambela (2018) and Mangkunegara (as cited in Lubis, 2023) identify the following indicators of work discipline:

1. Attendance and punctuality
2. Work ethics and compliance with work regulations
3. Initiative and cooperation
4. Responsibility for assigned tasks

Lubis (2023) adds that the implementation of regional regulations concerning children's rights largely depends on the extent to which employees demonstrate discipline in complying with established work requirements. Strong discipline reflects the successful implementation of policies as a whole.

3. Research Method

3.1. Research Design

This study employed a quantitative approach with a descriptive-associative research design. According to (Sugiyono, 2017) , an associative research strategy is a research problem formulation that aims to examine the relationships between two or more variables. (Sugiyono,

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2017) explains that quantitative research is an empirical research approach in which the data are presented in numerical form. Quantitative research is a type of research that generates findings through statistical procedures or other measurement (quantification) methods.

In this study, data were collected in numerical form through questionnaires distributed to respondents. According to (Nalendra, 2021) a questionnaire is a data collection technique conducted by providing respondents with a series of written questions or statements to answer. In this study, an online questionnaire was used, with data collected using a five-point Likert scale (1–5) developed based on the indicators of each research variable. Interviews and documentation were also used as supporting data. Employee performance (Y) was measured using indicators of quality, quantity, task implementation, and responsibility. Supervision (X1) was measured using indicators of position, length of service, education, and competence. Work discipline (X2) was measured based on attendance, compliance with regulations, work standards, alertness, and work ethics. The purpose was to determine the effects of supervision and work discipline on employee performance, both partially and simultaneously. (Saragih, 2021)

3.2. Population and sample

The population of this study consisted of all employees of PT Mass Kelapa Sawit, totaling 129 employees. The sample size was determined using the Slovin formula with a 5% margin of error (e = 0.05):

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{129}{1 + 129\ (0{,}05)^2}$$

$$n = \frac{129}{1{,}3225} = 97{,}54 = 129\ responden$$

Based on the calculation, this study used a sample size of 98 respondents. The sampling process employed a simple random sampling technique, in which every member of the population had an equal opportunity to be selected as a research sample.

3.3. Data Analysis

Data analysis was conducted using multiple linear regression with the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e.$$

To ensure the validity and reliability of the regression model, we conducted classical assumption tests, including the normality test using the Kolmogorov–Smirnov test, the multicollinearity test (VIF < 10 and tolerance> 0.1), and the heteroscedasticity test using a residual scatterplot.

the t-test was conducted to determine the partial effect of each independent variable on the dependent variable,

the F-test was used to determine the simultaneous effect of supervision and work discipline on employee performance.

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The coefficient of determination (R^2) was also calculated to determine the extent to which the two independent variables contribute to employee performance.

4. Findings and Discussions

This study involved a total of 98 respondents who were selected as the research sample to examine the effects of supervision and work discipline on employee performance at PT Mass Kelapa Sawit, Simalungun Regency. The research findings are presented and discussed as follows.

4.1 Responden Profile

Table 2. Respondent Profile

Respondent Profile	Category	Frequency	Percentage (%)
Gender	Male	69	70.5%
	Female	29	29.5%
	Total	98	100.0%
Age	< 20 years	14	14.7%
	21–25 years	27	27.9%
	26–30 years	8	7.8%
	31–35 years	2	2.3%
	40–50 years	38	38.0%
	> 50 years	9	9.3%
	Total	98	100.0%
Highest Educational Attainment	Senior High School (SMA)	27	27.9%
	Bachelor's Degree (S1)	65	66.7%
	Diploma	3	3.1%
	Others	3	2.3%
	Total	98	100.0%
Length of Employment	< 3 years	39	39.5%
	> 3 years	59	60.5%
	Total	98	100.0%

Based on data collected from 98 respondents who are employees of PT MASS Kelapa Sawit, Simalungun Regency, the respondents' characteristics can be described in terms of gender, age, highest educational attainment, and length of employment. In terms of gender, most respondents were male (69 respondents, 70.5%), while 29 respondents (29.5%) were female. In terms of age, the largest proportion of respondents was in the 40–50 age group, with 38 respondents (38.0%). This was followed by respondents aged 21–25 years, totaling 27 respondents (27.9%); respondents under 20 years old, totaling 14 respondents (14.7%); respondents over 50 years old, totaling 9 respondents (9.3%); respondents aged 26–30 years, totaling 8 respondents (7.8%); and respondents aged 31–35 years, totaling 2 respondents (2.3%). In terms of highest educational attainment, most respondents held a Bachelor's degree (S1), totaling 65 respondents (66.7%), followed by senior high school graduates (SMA), totaling 27 respondents (27.9%), diploma graduates, totaling 3 respondents (3.1%), and respondents in the other category, totaling 3 respondents (2.3%). Meanwhile, in terms of length of employment, the majority of respondents had worked for more than three years, totaling 59 respondents (60.5%), while 39 respondents (39.5%) had worked for less than three years. Overall, the respondent

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characteristics indicate that most employees at PT MASS Kelapa Sawit, Simalungun Regency, are male, aged 40–50 years, hold a Bachelor's degree, and have more than three years of work experience. These characteristics indicate that the workforce is predominantly composed of employees of productive age with relatively high educational qualifications and adequate work experience, which is expected to contribute positively to the company's effectiveness and performance.

4.2 Validity Test

The validity test in this study was conducted using the Pearson Product-Moment Correlation. The criteria for the validity test are as follows: if the calculated r value (r-count) is greater than the critical r value (r-table), the questionnaire item is considered valid. Conversely, if the calculated r value is lower than the critical r value, the item is considered invalid.

Table 3. Validity Test

Variable	Code	Questionnaire	*Calculated r*	*Critical r*	*Description*
Supervision	X1.1	The supervision provided by my supervisor is appropriate to the conditions and needs of my work.	*0.677***	*0.1986*	*Valid*
	X1.2	My supervisor conducts work supervision objectively without discriminating among employees.	*0.761***	*0.1986*	*Valid*
	X1.3	My supervisor conducts supervision at the appropriate time so that work errors can be corrected promptly.	*0.742***	*0.1986*	*Valid*
	X1.4	My supervisor uses accurate information when monitoring and evaluating my work.	*0.740***	*0.1986*	*Valid*
Work Discipline	X2.1	I always attend work and arrive on time according to the established working hours.	*0.749***	*0.1986*	*Valid*
	X2.2	I always comply with the work rules and regulations established by the organization.	*0.766***	*0.1986*	*Valid*
	X2.3	I take initiative in completing my work and cooperate well with	*0.739***	*0.1986*	*Valid*

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		my colleagues.			
	X2.4	I take responsibility for the tasks and duties assigned to me.	*0.744***	*0.1986*	*Valid*
	X2.5	I always maintain good ethics and appropriate behavior while performing my work.	*0.788***	*0.1986*	*Valid*
Employee Performance	Y1.1	I am able to complete my work according to the quantity or targets that have been established.	*0.752***	*0.1986*	*Valid*
	Y1.2	I am able to complete my work according to the required quality standards.	*0.739***	*0.1986*	*Valid*
	Y1.3	I am able to complete my work within the specified time frame.	*0.708***	*0.1986*	*Valid*
	Y1.4	I am able to complete my work independently without always relying on assistance from others.	*0.713***	*0.1986*	*Valid*
	Y1.5	I am able to use my time, energy, and available resources effectively to complete my work.	*0.708***	*0.1986*	*Valid*

In this study, the number of respondents was 98, resulting in a critical r-value of 0.1986 at a 5% significance level. Based on the test results, all questionnaire items for the Supervision, Work Discipline, and Employee Performance variables had calculated r values greater than the critical r-value of 0.1986. Therefore, all indicators for the three variables were considered valid and suitable for use in data collection.

4.3. Reliability Test

The reliability test was conducted to determine the extent to which the research instrument (questionnaire) could produce consistent results when used repeatedly. Reliability was tested using Cronbach's Alpha, with the criterion that a variable is considered reliable if its Cronbach's Alpha value is greater than 0.70.

Table 4. Reliability Test

Variable	Cronbach's Alpha	Alpha	Description
Supervision	0.705	0.70	Reliable
Work Discipline	0.814	0.70	Reliable

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Employee Performance	0.773	0.70	Reliable

Based on the reliability test involving 98 respondents, the Supervision variable obtained a Cronbach's Alpha value of 0.705, the Work Discipline variable obtained a value of 0.814, and the Employee Performance variable obtained a value of 0.773. All Cronbach's Alpha values exceeded the minimum threshold of 0.70. Therefore, all variables in this study were reliable. Thus, the research instrument demonstrated a good level of internal consistency and was appropriate for use as a data collection instrument.

4.4. Clasical Assumtion Test

1. Normality Test

The normality test was conducted using the One-Sample Kolmogorov–Smirnov Test. The decision-making criterion is that if the Asymp. Sig. (2-tailed) value is greater than 0.05, the data are considered normally distributed. Conversely, if the Asymp. Sig. (2-tailed) value is less than or equal to 0.05, the data are considered not normally distributed.

Table 5. One-Sample Kolmogorov-Smirnov Test

				Unstandardized Residual
N				98
Normal Parametersa,b	Mean			,0000000
	Std. Deviation			1,87456241
Most Extreme Differences	Absolute			,057
	Positive			,038
	Negative			-,057
Test Statistic				,057
Asymp. Sig. (2-tailed)c				,200[d]
Monte Carlo Sig. (2-tailed)	Sig.			,758
	99% Confidence Interval		Lower Bound	,747
			Upper Bound	,769

Based on the results of the One-Sample Kolmogorov–Smirnov Test, the Asymp. Sig. (2-tailed) value was 0.200, which is greater than 0.05. Therefore, the residual data for the Supervision (X_1), Work Discipline (X_2), and Employee Performance (Y) variables are normally distributed. Thus, the normality assumption was fulfilled, and the regression analysis could proceed.

2. Multicollinearity Test

multicollinearity test was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values. The decision-making criteria are that if the Tolerance value is greater than 0.10 and the VIF value is less than 10, there is no indication of multicollinearity.

Table 6. Multicollinearity Test

Model		Collinearity Statistics	
		VIF	Tolerance
	(Constant)		
	Supervision	1,724	,580
	Work Discipline	1,724	,580

Based on the test results, both the Supervision (X_1) and Work Discipline (X_2) variables had a

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Tolerance value of 0.580 and a VIF value of 1.724. These values meet the established criteria, namely Tolerance > 0.10 and VIF < 10. Therefore, there is no multicollinearity among the independent variables in the regression model, and both variables can be included in the regression analysis.

3. Heteroscedasticity Test

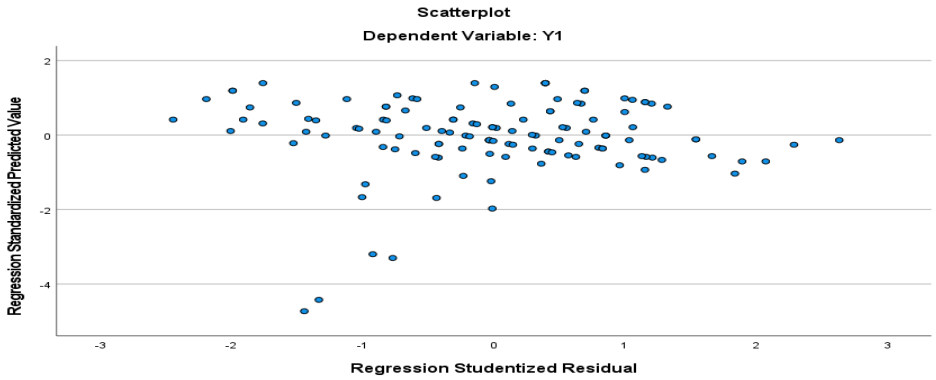


Figure 1. Heteroscedasticity Test

The heteroscedasticity test was conducted using a residual scatterplot. Based on the scatterplot, the residual points were randomly distributed and did not form any clear pattern, either widening or narrowing. The points were also distributed both above and below the zero axis. Therefore, there is no heteroscedasticity in the regression model. Thus, the classical assumption of homoscedasticity was fulfilled.

4.5. Multiple Linear Regression Analysis

Table 7. Coefficient

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	3.428	1.215	2.821	0.006
	Supervision	0.385	0.082	4.695	0.000
	Work Discipline	0.442	0.078	5.667	0.000

Multiple linear regression analysis was conducted to determine the effects of the independent variables, namely Supervision (X_1) and Work Discipline (X_2), on the dependent variable, namely Employee Performance (Y). Based on the results of the data analysis, the regression equation is:

$$Y = 3.428 + 0.385X_1 + 0.442X_2$$

The interpretation of the regression equation is as follows:

1. Constant (α) = 3.428

The constant value of 3.428 indicates that when Supervision (X_1) and Work Discipline (X_2) are zero or held constant, the baseline value of Employee Performance (Y) is 3.428 units. This value represents the baseline condition of employee performance before considering the effects of the two independent variables.

2. Regression Coefficient of Supervision (X_1) = 0.385

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The regression coefficient for Supervision is 0.385, indicating that supervision has a positive effect on employee performance. This means that every one-unit increase in supervision is expected to increase employee performance by 0.385 units, assuming that the other variables remain constant (*ceteris paribus*). Conversely, a one-unit decrease in supervision is expected to decrease employee performance by 0.385 units. This finding indicates that the better the supervision implemented within the company, the better the employee performance will be.

3. Regression Coefficient of Work Discipline (X_2) = 0.442

The regression coefficient of the Work Discipline variable is 0.442, indicating that work discipline has a positive effect on employee performance. This means that every one-unit increase in work discipline is expected to increase employee performance by 0.442 units, assuming that the other variables remain constant (*ceteris paribus*). Conversely, a one-unit decrease in work discipline is expected to decrease employee performance by 0.442 units. This finding indicates that the higher the level of employee work discipline, the higher the resulting employee performance.

4.7. Partial test (t-test)

According to Table 7, the t-test was conducted to determine the partial effect of each independent variable on employee performance. The result shows:

1. Based on the calculation results, the Supervision (X_1) variable obtained a calculated *t* value of 4.695, which is greater than the critical *t* value of 1.985 at a significance level of less than 0.05. This result indicates that supervision has a positive and significant effect on employee performance.
2. The Work Discipline (X_2) variable obtained a calculated *t* value of 5.667, which is also greater than the critical *t* value of 1.985, with a significance level of less than 0.05. This result indicates that work discipline has a positive and significant effect on employee performance.

4.8. Simultaneous test (F-Test)

Table 8. Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	248.312	2	124.156	34.826	0.000
	Residual	338.678	95	3.565		
	Total	586.990	97			

Based on the ANOVA results, the calculated F value was 34.826, while the critical F value was 3.09 at a significance level of 0.05, with df1 = 2 and df2 = 95. Since the calculated F value (34.826) is greater than the critical F value (3.09), and the significance value of 0.000 < 0.05, it can be concluded that Supervision (X_1) and Work Discipline (X_2) simultaneously have a positive and significant effect on Employee Performance

4.9. Coefficient of Determination (R^2)

Table 9. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.650	0.423	0.411	1.888

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Based on the coefficient of determination test presented in the Model Summary, the R Square (R^2) value was 0.423. This indicates that 42.3% of the variation in Employee Performance can be jointly explained by the Supervision and Work Discipline variables through the regression model used in this study. Meanwhile, the remaining 57.7% is explained by other factors outside the research model.

4.10. Discussion

Based on the data analysis and hypothesis testing of 98 respondents, all hypotheses proposed in this study showed positive and significant effects. A detailed discussion of the relationships among the variables is presented as follows:

1. The Effect of Supervision (X_1) on Employee Performance (Y)

Based on the partial test (*t*-test), the Supervision variable has a positive and significant effect on Employee Performance. This is shown by the calculated t value exceeding the critical *t* value (4.695 > 1.985), with a significance value of 0.000 (< 0.05). The regression coefficient of 0.385 indicates that improvements in the supervision system can directly contribute to increased employee performance.

a. Interpretation of the Findings

Effective and consistent supervision provides employees with clear guidance in carrying out their duties and responsibilities. When supervision is implemented in a structured manner, employees tend to perform their tasks more carefully, minimize work-related errors (*human error*), and complete their duties in accordance with the established Standard Operating Procedures (SOPs).

b. Relationship with Theory and Relevant Previous Research

This finding is consistent with theories of operations management and human resource management, which state that the controlling function serves as a fundamental mechanism for ensuring organizational efficiency and effectiveness. Supervision is not merely a form of physical monitoring but also serves as a constructive evaluation mechanism that encourages employee accountability.

2. The Effect of Work Discipline (X_2) on Employee Performance (Y)

The results of the *t*-test show that Work Discipline has a positive and significant partial effect on Employee Performance. This is indicated by the calculated *t* value being greater than the critical *t* value (5.667 > 1.985), with a significance value of 0.000 (< 0.05). With a regression coefficient of 0.442, Work Discipline has a slightly stronger individual effect on employee performance than Supervision.

a. Interpretation of the Findings

A high level of work discipline, including punctuality, compliance with organizational regulations, and responsibility for completing assigned tasks, provides a foundation for employee readiness and effectiveness at work. disciplined employees can allocate their time and resources optimally, enabling organizational performance targets to be achieved more efficiently and accurately.

b. Relationship with Theory and Relevant Previous Research

This finding reinforces the concept of Human Resource Management, which positions work

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discipline as an internal form of employee commitment and self-control. Without adequate work discipline, employees' capabilities and skills may not produce optimal performance outcomes.

3. The Simultaneous Effect of Supervision (X_1) and Work Discipline (X_2) on Employee Performance (Y)

The simultaneous test (*F*-test) demonstrates that Supervision and Work Discipline jointly have a significant effect on Employee Performance. This is indicated by the calculated *F* value being greater than the critical *F* value (34.826 > 3.09), with a significance value of 0.000.

Furthermore, the coefficient of determination (R^2) was 0.423 (42.3%). This means that 42.3% of the variation in Employee Performance can be explained by the combination of Supervision and Work Discipline, while the remaining 57.7% is influenced by other factors outside the regression model, such as work motivation, leadership style, work environment, or compensation.

a. Synergy Between Variables

Supervision and Work Discipline function complementarily. Supervision serves as an external control mechanism exercised by management or the organization, whereas Work Discipline represents employees' internal awareness and commitment. When a strong organizational supervision system is combined with a high level of employee discipline, a highly productive work environment can be established, thereby encouraging optimal improvements in employee performance.

4.11. Practical and Managerial Implications

1. **Strengthening the Supervision System:** Management is advised to continuously improve its supervision methods. Supervision should not only be reactive when problems occur but should also involve transparent and regular monitoring and guidance.
2. **Continuous Discipline Development:** Management needs to maintain and strengthen a culture of discipline through a fair and balanced reward-and-punishment system in order to sustain employee motivation and compliance.
3. **Consideration of Other Factors:** Since 57.7% of the variation in employee performance is explained by factors outside the current research model, future researchers are encouraged to examine other relevant variables, such as organizational climate, training, and human resource development.

5. Conclusion

Based on the results of the study involving 98 employees of PT MASS Kelapa Sawit, Simalungun Regency, it can be concluded that Supervision (X_1) and Work Discipline (X_2) have significant effects on Employee Performance (Y), both partially and simultaneously. Partially, objective, fair, and consistent supervision has been proven to improve employee responsibility and performance. Similarly, work discipline, characterized by a high level of compliance with organizational regulations and a professional attitude toward work, contributes positively to improving employee performance.

Simultaneously, the results of the *F*-test indicate that the combination of supervision and work discipline has a significant effect on employee performance, with an R Square value of 42.3%. This means that 42.3% of the variation in employee performance can be explained by the

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Supervision and Work Discipline variables, while the remaining 57.7% is explained by other factors outside the scope of this study. These findings show that supervision and work discipline are important factors the company should prioritize to create a productive, orderly, and results-oriented work environment, thereby supporting the achievement of organizational goals effectively.

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