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The Influence of Supervisor, Teamwork, and Discipline on Employee Performance

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Abstract: PT Dinamika Nuansa Absolute is a company engaged in the field of outsourcing, providing call center services. An organization greatly relies on human resources to achieve its goals. This necessitates the proper and effective management of human resources within the company or organization. Numerous factors can influence human resources, such as supervision, teamwork, discipline, and employee performance. The purpose of this research is to analyze the impact of Supervision, Teamwork, and Discipline on Employee Performance at PT Dinamika Nuansa Absolute. This research employs a quantitative approach with descriptive and causality research types. Non-probability sampling using the saturated sample method was conducted, resulting in 102 respondents from PT Dinamika Nuansa Absolute. Data analysis techniques include descriptive analysis and multiple linear regression analysis. The findings partially indicate that Supervision, Teamwork, and Discipline individually have a positive and significant influence on employee performance. Additionally, when considered together, Supervision, Teamwork, and Discipline collectively exert a significant influence on employee performance. The results suggest that the independent variables (Supervision, Teamwork, and Discipline) account for 45% of the variance in employee performance, with the remaining 55% influenced by unexamined factors.
Keywords: Discipline; Employee Performance; Supervisor, Teamwork

INTRODUCTION

The presence of human resources within a company is a crucial factor that influences operational smoothness and the achievement of organizational goals (Afandi, 2018). According to Jepry & Harry (2020), human resources play a significant role in company management. Therefore, planned, targeted, and continuous efforts are needed to enhance the capacity and quality of human resources. Improving the quality of human resources becomes a mandatory activity for organizations to ensure that knowledge and skills continue to develop (Busro, 2018).

In this competitive global era, the importance of employee performance as a driver of progress is widely recognized. This is because Human Resources (HR) is the main driving force in organizations, both in the private and public sectors. Mangkunegara (2018) states that "performance" refers to the work outcomes of an employee, encompassing both quality and quantity, produced when fulfilling responsibilities assigned to them. Thus, performance is the result of individual awareness in fulfilling their roles within the organization (Wahyuni & Naryono, 2021).

Several factors influence performance, one of which is supervision. According to Siagian (2018), "Supervision is the overall effort of observing the implementation of operational activities to ensure that various activities are in line with the previously established plans.". Supervision is an important factor in improving employee performance because effective supervision allows for proper monitoring of employees, enabling them to reach their maximum potential. In the field of administration, supervision is considered one of the elements of management activities.

In addition to supervision, another factor that can influence performance is teamwork. The term "team" in English means "together, everyone, and achieve," implying that working collectively can yield good results. According to Tamali & Munasip

(2019), universally, teamwork can be defined as a group of individuals collaborating to achieve a common goal. Team collaboration is beneficial in expediting the completion of tasks (Fatmanengsih & Mansyur, 2022). Each employee is highly essential to prevent overlapping in job responsibilities (Arifin, 2020). Strengthening the working relationships among employees not only enhances team cohesion but also necessitates addressing conflicts that may arise among them. This becomes vital in ensuring a harmonious collaboration towards accomplishing tasks (Maini & Tanno, 2021). Teamwork holds the potential to significantly enhance employee performance. Furthermore, discipline is another factor that affects employee performance (Hasibuan & Handayani, 2019). Good discipline reflects an individual's level of responsibility towards assigned tasks. By having good discipline, employees demonstrate high commitment to their work. High levels of discipline contribute to achieving optimal employee performance, both in terms of time management and adherence to organizational rules and regulations (Ibrahim et al., 2021). With discipline, employees can achieve maximum performance by adhering to time regulations, orderliness, and established organizational rules.

PT Dinamika Nuansa Absolute is a subsidiary of PT GOS INDORAYA that specializes in workforce provision and management. The company's main focus is in the field of outsourcing, particularly call center services. To date, PT Dinamika Nuansa Absolute has completed 75 projects from 58 different industries. They also provide various information technology solutions such as HRIS Systems, e-salary, online recruitment, and online psychological assessments.

However, PT Dinamika Nuansa Absolute is currently facing challenges in selecting partner companies, which is a key factor in the success of their outsourcing practices. Determining partner companies is a crucial agreement for building long-term and short-term relationships through various projects, allowing outsourcing companies to understand their partners' business processes. However, the current situation is not easy for PT Dinamika Nuansa Absolute. The widespread impact of the COVID-19 pandemic in Indonesia and globally has led many companies to reduce their workforce, making it challenging for outsourcing companies to find partners. The consequences of this situation have affected the decline in employee performance at PT Dinamika Nuansa Absolute. Therefore, it is important to evaluate employees in terms of Supervision, Teamwork, and Discipline to enhance their performance.

Based on the above description, the researcher is interested in conducting a study with the title "The Influence of Supervisor, Teamwork, and Discipline on Employee Performance".

METHODS

For this study, the researcher employed a descriptive research approach with a quantitative method. Trislianto (2020), explains that descriptive research aims to provide a systematic, factual, and comprehensive description or depiction of the facts and characteristics of a population or area by considering various variables. On the other hand, Sugiyono (2019), states that the quantitative method is a well-established and traditional approach in research. It falls under the positivist paradigm as it is based on positivist philosophy and is considered a scientific method due to its adherence to scientific principles such as being concrete/empirical, objective, measurable, rational, and systematic. The participants in this study were employees of PT Dinamika Nuansa Absolute.

The study utilized a sample of 102 employees from PT Dinamika Nuansa Absolute. Data was collected through questionnaires and interviews conducted with the employees of PT Dinamika Nuansa Absolute. Additionally, the researcher also utilized secondary data, such as employee performance data at PT Dinamika Nuansa Absolute.

In this calculation-based study, the researchers employed SPSS software version 22 to generate the required data. The methods employed included validity and reliability testing to assess the accuracy and reliability of the statements in the questionnaire. Descriptive analysis was also conducted to provide an overview of the data collected by the researchers. The study further applied hypothesis testing using T-tests, F-tests, and determination tests. Moreover, multiple linear regression analysis was used to measure the influence between the independent and dependent variables examined in the study.
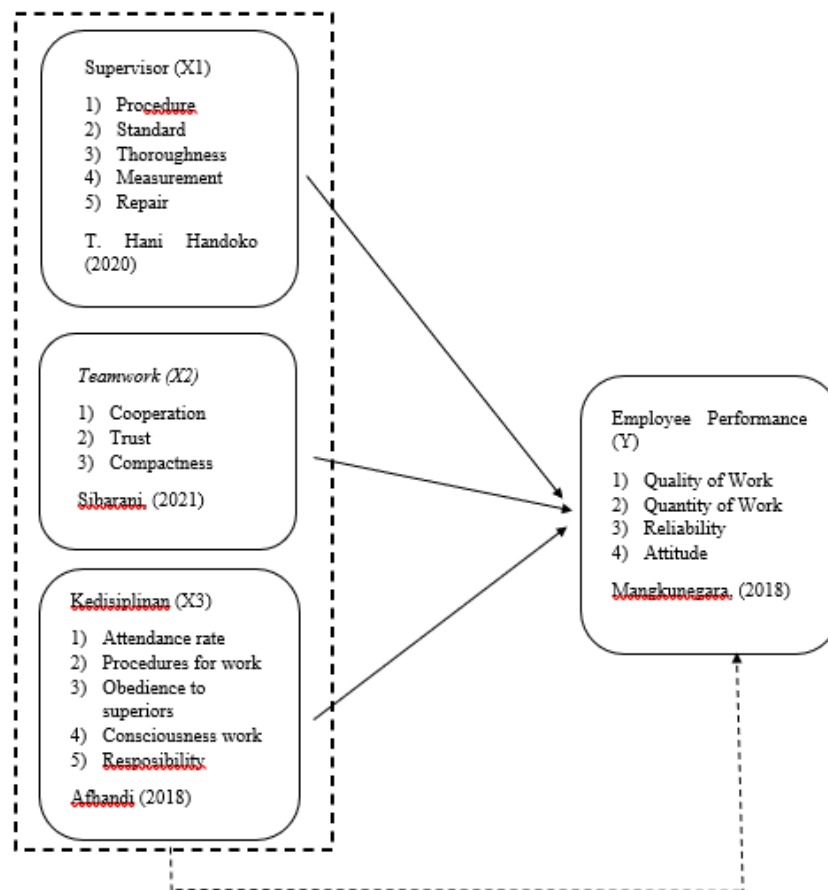

Figure 1. Research Framework
Source: Data by the author (2023)

Based on the research framework shown in Figure 1, several provisional hypotheses can be formulated as follows:
H1: Supervisor has a significant effect on employee performance at PT Dinamika Nuansa Absolute
H2: Teamwork has a significant effect on employee performance at PT Dinamika Nuansa Absolute
H3: Discipline has a significant effect on employee performance at PT Dinamika Nuansa Absolute
H4: Variable of Supervisor, Teamwork, and discipline have a significant effect on Employee Performance at PT Dinamika Nuansa Absolute.

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RESULTS AND DISCUSSION

After collecting data with the number of respondents needed as many as 102 people, it can be done data processing as follows:

Table 1. Results of the Validity Test

Variable	item	R count	R table	Category
Employee	1	0,787	0,195	Valid
Performance	2	0,796	0,195	Valid
(Y)	3	0,825	0,195	Valid
	4	0,761	0,195	Valid
	5	0,894	0,195	Valid
	6	0,858	0,195	Valid
	7	0,688	0,195	Valid
	8	0,688	0,195	Valid
Supervisor	9	0,842	0,195	Valid
(X1)	10	0,836	0,195	Valid
	11	0,804	0,195	Valid
	12	0,826	0,195	Valid
	13	0,79	0,195	Valid
	14	0,798	0,195	Valid
	15	0,79	0,195	Valid
	16	0,699	0,195	Valid
	17	0,722	0,195	Valid
	18	0,792	0,195	Valid
	19	0,792	0,195	Valid
	20	0,835	0,195	Valid
Teamwork (X2)	21	0,759	0,195	Valid
	22	0,812	0,195	Valid
	23	0,837	0,195	Valid
	24	0,748	0,195	Valid
	25	0,767	0,195	Valid
	26	0,82	0,195	Valid
	27	0,817	0,195	Valid
Discipline (X3)	28	0,667	0,195	Valid
	29	0,813	0,195	Valid
	30	0,64	0,195	Valid
	31	0,726	0,195	Valid
	32	0,677	0,195	Valid
	33	0,867	0,195	Valid
	34	0,688	0,195	Valid
	35	0,769	0,195	Valid
	36	0,778	0,195	Valid
	37	0,683	0,195	Valid
	38	0,761	0,195	Valid
	39	0,741	0,195	Valid

Source: Researchers processed results (2022)

The validity test results for the variables of supervision, teamwork, discipline, and employee performance indicate that all 39 statements presented are considered valid. Each statement item has an obtained correlation coefficient (r) that is greater than the critical value (r-table).

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Reliability testing was performed using Cronbach's Alpha (α) method with SPSS software version 25.0 for Windows. The reliability test results demonstrate that the variables of employee performance, supervision, teamwork, and discipline exhibit a reliable level of reliability. For more detailed information regarding the reliability test results, please refer to Table 2 below:

Table 2. Results of the Reliability Test

Variable	Cronbach Alpha	Category
Supervisor	0,942	Reliable
Teamwork	0,901	Reliable
Discipline	0,921	Reliable
Employee Performance	0,91	Reliable

Source: Researchers processed results (2022)

According to the information presented in Table 2 above, it is evident that all the statement items pertaining to the variables of Employee Performance, Supervision, Teamwork, and Discipline exhibit reliability. In this study, the researcher obtained Cronbach's Alpha values, where r ≥ 0.6, indicating that these variables can be considered reliable.

Descriptive Analysis
Based on the obtained results from the data processing obtained, the findings of the descriptive analysis are as follows:

Table 3. The Result of Descriptive Analysis

Variable	Score Total	Percentage Value	Category
Supervisor	5099	83,32%	Great
Team Work	2960	82,91%	Great
Discipline	5126	83,76%	Great
Employee Performance	3176	77,84%	Great

Source: Researchers processed results (2022)

Based on the continuum, each variable indicates that the Supervision variable (X1) falls under the "good" category with a percentage value of 83.32%, the Teamwork variable (X2) falls under the "good" category with a percentage value of 82.91%, and the Discipline variable (X3) falls under the "good" category with a percentage value of 83.76%. Therefore, it can be concluded that all three variables fall under the "good" category. As for the Employee Performance variable (Y), it falls under the "good" category with a percentage of 77.84%.

Multiple Linear Regression
Significant influences, both partially and simultaneously, among two or more independent variables on a dependent variable. Additionally, this analysis aims to evaluate whether the influence is positive or negative, determine the magnitude of the influence, and it is also used to predict the value of the dependent variable based on the independent variables used.

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Table 4. The Result of Multiple Linear Regression

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,660	3,715		1,178	0,859
Supervisor	0,461	0,093	0,191	7,741	0,000
Teamwork	0,296	0,161	0,188	4,841	0,001
Discipline	0,302	0,095	0,377	3,164	0,002
a. Dependent Variable: Employee Performance					

Source: Researchers processed results (2022)

Based on the results of the regression analysis presented in the table above, the multiple linear regression model can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$
$$Y = 4.660 + 0.461 X_1 + 0.296 X_2 + 0.302 X_3 + e$$

The multiple linear regression equation can be interpreted as follows:

a) If there is no supervision, teamwork, and discipline (X), then the consistent value of employee performance (Y) at PT Dinamika Nuansa Absolute is 4.660, corresponding to the constant value found.

b) The coefficient value of X_1 indicates a positive relationship of 0.461 between variable X_1 (supervision) and Y (employee performance). This means that each increase of one unit in supervision (X_1) will increase employee performance (Y) by 0.461 at PT Dinamika Nuansa Absolute.

c) The coefficient value of X_2 indicates a positive relationship of 0.296 between variable X_2 (teamwork) and Y (employee performance). This means that each increase of one unit in teamwork (X_2) will increase employee performance (Y) by 0.296 at PT Dinamika Nuansa Absolute.

d) The coefficient value of X_3 indicates a positive relationship of 0.302 between variable X_3 (discipline) and Y (employee performance). Therefore, each increase of one unit in a discipline (X_3) will increase employee performance (Y) by 0.302 at PT Dinamika Nuansa Absolute.

Hypothesis Test

To test this hypothesis, individual T-tests are conducted. The purpose of this test is to assess the impact of each independent variable (X) on the dependent variable (Y). The decision-making process in the T-test involves comparing the calculated T-value with the critical T-value (T-table) to determine statistical significance.

Table 5. The Result of T – Test

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,660	3,715		1,178	0,859
Supervisor	0,461	0,093	0,191	7,741	0,000
Teamwork	0,296	0,161	0,188	4,841	0,001
Discipline	0,302	0,095	0,377	3,164	0,002
a. Dependent Variable: Employee Performance					

Source: Researchers processed results (2022)

Based on the table above, the following conclusions can be drawn: (1) The supervision variable has a calculated t-value (7.741) > t-table (1.98) with a significance level of 0.000 < 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. It can be concluded that there is a significant partial effect of supervision (X_1) on employee performance (Y); (2) The teamwork variable has a calculated t-value (4.841) > t-table (1.98) with a significance level of 0.001 < 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. It can be concluded that there is a significant partial effect of teamwork (X_2) on employee performance (Y); (3) The discipline variable has a calculated t-value (3.164) > t-table (1.98) with a significance level of 0.002 < 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. It can be concluded that there is a significant partial effect of discipline (X_3) on employee performance (Y). The F-test results are also significant, indicating that the model as a whole is valid, considering all the variables together. This is done because the researcher has more than one independent variable.

Table 6. The Result of F – Test

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1075.076	3	358.359	27.161	$.000^b$
	Residual	1293.002	98	13.194		
	Total	2368.078	101			

    a. Dependent Variable: Employee Performance
    b. Predictor: (Constant), Discipline, Teamwork, Supervisor

Source: Researchers processed results (2022)

In the table above, the calculated F-value is 27.161 with a significance level of 0.000. Therefore, in both calculations, the F-value > F-table (27.161 > 2.70) and the significance level is 0.000 > 0.05. This indicates that supervision, teamwork, and discipline have a significant influence on the performance of employees at PT Dinamika Nuansa Absolute.

Determination Test
According to Ghozali (2018), "the coefficient of determination (R^2) measures the extent to which the model can explain the variation in the dependent variable." The value of the coefficient of determination ranges from zero to one.

Table 7. The Result of Determination Test

	Model Summary^b			
Model	R	R Squarer	Adjusted R Square	Std. Error of the Estimate
1	$.674^a$	.454	.437	3.632

    a. Predictors: (Constant), Discipline, Teamwork, Supervisor
    b. Dependent Variable: Employee Performance

Source: Researchers processed results (2022)

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To calculate R-squared using the Coefficient of Determination, the formula is as follows:

KD $= R^2$ x 100%

 $= (0,674)^2$ x 100%

 $= 45\%$

Based on the coefficient of determination (R^2) value above, it indicates that 45.4% of the employee's performance is influenced by supervision, teamwork, and discipline. The remaining 54.6% is influenced by other variables that were not examined in this study.

CONCLUSION

The research and discussions conducted by the researcher, as presented in the study titled "The Influence of Supervision, Teamwork, and Discipline on Employee Performance at PT Dinamika Nuansa Absolute," yield insightful conclusions. The Supervision variable assessment at PT Dinamika Nuansa Absolute demonstrated a commendable performance, falling within the "Good" category with a notable percentage of 83.32%. Similarly, the Teamwork variable analysis positioned itself in the "Good" spectrum, showcasing a percentage of 82.91%. Moreover, the Discipline variable evaluation within the company yielded a robust percentage of 83.76%, reflecting a solid adherence to the "Good" classification. Furthermore, the Performance variable appraisal concerning employees at PT Dinamika Nuansa Absolute indicated a satisfactory standing, achieving a percentage of 77.84% which places it in the "Good" range. Notably, the interplay of Supervision, Teamwork, and employee Discipline demonstrated a collective influence on employee performance. This influence was evident both in isolated evaluations and in a combined context. Notably, the partial effect values surpassed the threshold of 1.98, while the simultaneous effect value significantly exceeded 2.70, underscoring the pronounced impact of these factors on overall employee performance. In summation, the study underscores the pivotal role of effective Supervision, Teamwork, and Discipline in synergistically enhancing employee performance levels at PT Dinamika Nuansa Absolute.

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