



Supervision, Discipline and Work Stress on Employee Performance at PT. Jaya Mandiri Building Medan

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ABSTRACT

This study aims to determine the effect of supervision, discipline and work stress on employee performance. This type of research is explanatory research. The entire population is 147 employees. Due to a large population, the sampling technique will be reduced by using the Slovin formula with an error tolerance level of 5% so that there are as many as 108 respondents in the study which will be distributed with questionnaires measured by a Likert scale. The data analysis used multiple linear regression analysis, and the coefficient of determination as well as simultaneous test, and partial test. The results showed that supervision, discipline and work stress partially, and simultaneously have a positive, and significant effect on employee performance. Based on the results of this study, the implications for management are to further improve the better supervision, discipline and work stress.

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1. Introduction

Employees are the most important part of achieving the company's goals because they are the driving force of all organizational activities. Employees who do not get supervision along with not having good work discipline will not be able to provide optimal work results. What's more, if employees are filled with work stress, then eventually their employees don't feel at home and resign.

Employees who work not by the set work standards will not be able to provide good work results. Employees who do not have the appropriate work goals or abilities will prevent employees from reaching the specified work quantity. Moreover, if employees have a lot of pressure and workload, it will make employees feel lazy at work so that the time for submission of work is hampered and work execution becomes slow.

PT. Jaya Mandiri Bangunan is a company engaged in the distribution of building materials such as paint, gypsum, faucets, zinc, ceramics, water heaters, and others, which is located at Jalan Lintas Sumatra No. 88 KM. 12.5 Medan. Companies are indicated to have experienced a decline in employee performance where employee productivity is still lacking due to the realization of sales never reaching the given target. The target standard is determined directly by the leader of the company because the costs incurred are also quite high and to generate good profits for the company. The target distribution is also distributed equally to the sales employees.

The first factor that influences it is supervision where supervision is not carried out properly so that employees are unable to provide optimal work results by the standards set by the company. Without supervision, it also makes employee achievement decrease so that when compared to the performance provided by employees with the specified standards, it can still be said to be less in line with company expectations. Moreover, the company also has not taken any corrective action against employees who are unable to provide optimal work results. Thus without good supervision, it will reduce the performance of employees.

The next factor is work discipline, where the work discipline of employees in the company is quite low, such as not being present on time, excessive rest hours, and leaving hours that are faster than predetermined. This happens because employees feel that the remuneration is not by the results of their work. The company does not provide severe penalties for employees who are not disciplined at work. Moreover, the company is also felt to be less firm in giving these sanctions and punishments so that employees remain undisciplined in carrying out their work.

Another factor is job stress where employees feel stressed about their current job because they have a heavy-duty load and are beyond their means. The time pressure from the boss makes employees feel pressured by their work because on the side they have to achieve their targets, these employees must also be



able to quickly complete all their work both in administrative and other matters. Moreover, companies also lack a comfortable and pleasant working climate for employees, which increases their stress at work. Employees who could not stand the burden and pressure eventually chose to resign from the company.

Based on the phenomenon, the researchers conducted a study entitled "Supervision, Discipline, and Work Stress on Employee Performance at PT. Jaya Mandiri Bangunan."

2. Research Method

2.1 Location, and Time

The research was conducted at PT. Jaya Mandiri Bangunan, which is located at Lintas Sumatra stress No. 88 KM. 12,5 Medan. The research time is planned from February 2020 to September 2020.

2.2 Population, and Sample

The research population are all employees who work at PT. Jaya Mandiri Bangunan with a population of 147 employees. Due to a large population, the sampling technique will be reduced by using the Slovin formula with an error tolerance level of 5% so that there are as many as 108 respondents.

2.3 Data Collection Method

Collecting data through a questionnaire is done by asking questions to parties related to the problem under study. To assess respondents' responses, the author uses the Likert scale which uses several question items to measure individual behavior by responding to 5 choice points on each item.

2.4 Validity, and Reliability Test

The data obtained needs to be tested for its accuracy, and reliability so that the results of data processing can be more precise, and accurate. Therefore, it is necessary to know how high the validity, and reliability of the measuring instrument (instrument) used. Based on the research, each variable of the questionnaire item that was tested for validity and reliability, all the questionnaires had met the valid and reliable criteria and were eligible to be used as a questionnaire in further research.

3. Research, and Analysis

3.1 Normality Test

The normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed.

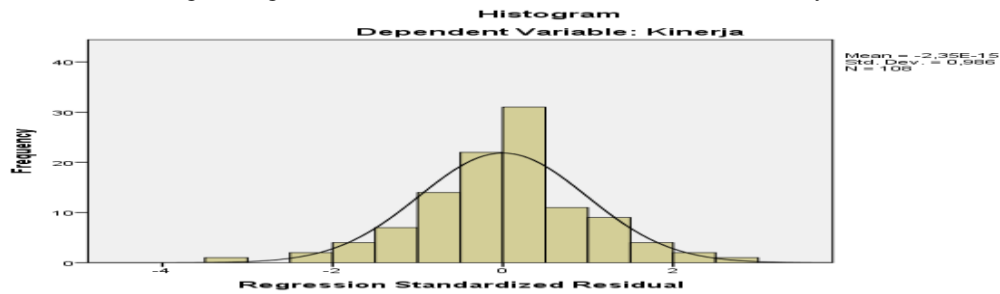


Fig 1 Histogram Graphic

Based on the picture above, it can be seen that the line forming a bell, not going left or right. This shows that the data is normally distributed, and meets the assumptions of normality.



Fig 2 Normal Probability Plot of Regression Graphic

Based on the picture, it shows that the data (dots) spread around and follow the diagonal line. So from this Fig, it is concluded that the regression model residuals are normally distributed.

Table 1
One-Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		108
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,47640023
Most Extreme Differences	Absolute	,084
	Positive	,084
	Negative	-,056
Kolmogorov-Smirnov Z		,874
Asymp. Sig. (2-tailed)		,429
a. Test distribution is Normal.		
b. Calculated from data.		

Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significant value is greater than 0.05, namely 0.429, it can be concluded that the data is classified as normally distributed.

3.2 Multicollinearity Test

Multicollinearity is a condition in the regression model where there is a perfect or near-perfect correlation between independent variables where a good regression model should not have a perfect or nearly perfect correlation between the independent variables.

The commonly used test method is to look at the Tolerance, and Variance Inflation Factor (VIF) values in the regression model where the VIF value is less than 10, and has a Tolerance value of more than 0.1.

Table 2
Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Supervision	,726	1,377
	Discipline	,748	1,338
	Work Stress	,939	1,065

a. Dependent Variable: Employee Performance
Source: Research Result, 2020

Based on the table above, the test shows that all the variables have a tolerance value of more than 0.1, and VIF value less than 10 which can be concluded that there is no problem found in the multicollinearity test.

3.3 Heteroscedasticity Test

Heteroscedasticity is a condition wherein the regression model there is an inequality of variants from the residuals from one observation to another where a good regression model does not occur heteroscedasticity.

Various kinds of heteroscedasticity test, such as the Scatterplots test, which is done by looking at the pattern points on the graph that spreads randomly, and is not in the form of a pattern on the graph, it is stated that there is no heteroscedasticity problem and the Glejser test where if it is significant above 0.05 then it is stated that there is no problem in heteroscedasticity.

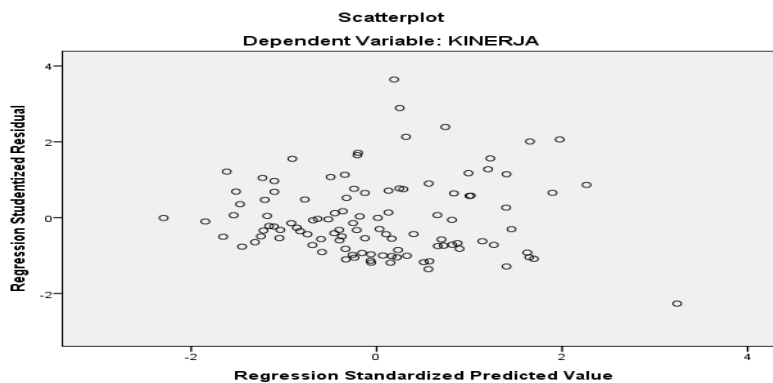


Fig 3 Scatterplot Graphic



Based on the scatterplot graph presented, it can be seen that the dots spread r, andomly, and do not form a clear pattern, and are spread either above or below zero on the Y-axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict performance based on the input of the independent variable.

Table 3
Glejser Test

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	9,359	2,421			3,866	,000
	Supervision	-,069	,053	-,145		-1,318	,190
	Discipline	-,025	,051	-,054		-,498	,620
	Work Stress	-,118	,063	-,183		-1,882	,063

a. Dependent Variable: Employee Performance
Source: Research Result, 2020

Based on the table above, it can be seen that the level of significance of each variable is greater than 0.05. From the calculation results, and the level of significance above, it is not found that there is heteroscedasticity.

3.4 Multiple Linear Regression Analysis

Multiple regression analysis is an analysis to determine whether there is a partially or simultaneously significant influence between two or more independent variables on one independent variable.

Table 4
Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	10,099	3,860		
	Supervision	,776	,084		,622
	Discipline	,407	,082		,330
	Work Stress	-,328	,100		-,194

a. Dependent Variable: Employee Performance
Source: Research Result, 2020

$$Employee\ Performance = 10,776 + 0,776Supervision + 0,407Discipline - 0,326Work\ Stress(1)$$

Based on the above equation, then: Constant (a) = 10.099. it means that if the independent variables, namely supervision, work discipline and work stress have a value of 0 then the performance at PT. Jaya MandiriBangunan is 10,099. Where if there is an increase in one-unit supervision, the performance will increase by, 0.776. Likewise with work discipline where if there is a one-unit increase, the performance will increase by 0.407 and if there is a one-unit decrease in work stress, the performance will increase by 0.328.

3.5 Coefficient Determination

Analysis of determination or also called R Square symbolized by R^2 is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the effect of the independent variable (X) on the dependent variable (Y) is getting weaker. Conversely, if the coefficient of determination is closer to number 1, then the effect of the independent variable on the dependent variable is getting stronger.

Thus, if the coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then there is a contribution that the independent variable gives to the dependent variable is perfect.

Table 5
Coefficient Determination Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,812 ^a	,659	,649	3,526

a. Predictors: (Constant), Work Stress, Discipline, Supervision

b. Dependent Variable: Employee Performance

Based on the table above, the value of the Adjusted R Square coefficient of determination is 0.649. This shows that the ability of the variables of supervision, discipline and job stress explains their effect on employee performance at PT. Jaya MandiriBangunan Medan with 64.9%. While the remaining 35.1% is the



influence of other independent variables not examined in this study such as work conflict, compensation, organizational climate, communication, training, performance appraisal and other factors.

3.6 Simultaneous Hypothesis Test (F Test)

F test or regression coefficient test is used to determine whether simultaneously the independent variable has a significant effect on the dependent variable. In this case, to find out whether simultaneously the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 5%.

The criteria for evaluating the hypothesis in this F test are:

H_0 Accepted if: $F\text{-count} < F\text{-table}$

H_a Accepted if: $F\text{-count} > F\text{-table}$

Table 6
ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2502,274	3	834,091	67,082	,000 ^a
	Residual	1293,133	104	12,434		
	Total	3795,407	107			

a. Predictors: (Constant), Work Stress, Discipline, Supervision
 b. Dependent Variable: Employee Performance

Based on the table above, it is found that the value of F_{table} (2.69) and significant $\alpha = 5\%$ (0.05), namely F_{count} (67.082) and sig.a (0.000a). This indicates that the results of the study accept H_a and reject H_0 . Comparison between F_{count} and F_{table} can prove that simultaneously supervision, work discipline and work stress have a positive and significant effect on performance.

3.7 Partially Hypothesis Test (t-Test)

The t-test or partial regression coefficient test is used to determine whether partially the independent variable has a significant effect on the dependent variable or not. In this case, to find out whether partially the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 0.05, and a two-sided test.

The criteria for evaluating the hypothesis are:

H_0 Accepted if: $t\text{-count} < t\text{-table}$,

H_a Accepted if: $t\text{-count} > t\text{-table}$

Table 7
Coefficient Test

Model	t	Sig.
1 (Constant)	2,616	,010
Supervision	9,258	,000
Discipline	4,992	,000
Work Stress	-3,289	,001

a. Dependent Variable: Employee Performance
 Source: Research Result, 2020

Based on the table above, it can be concluded that leadership and work discipline partially have a positive, and significant effect on employee performance which can be seen at the t-count is greater than t-table (1,983), and the significant is less than 0,05.

4. Conclusion

Based on the results of this study, it can be concluded several things such as:

- a) The results of t test and F test state that both partially and simultaneously the variables of supervision, discipline and work stress have a significant effect on employee performance at PT. Jaya MandiriGedung Medan.
- b) The results showed that the variables of supervision, discipline and work stress explain their effect on employee performance at PT. Jaya MandiriBangunan Medan with 64.9%. While the remaining 35.1% is the influence of other independent variables not examined in this study such as work conflict, compensation, organizational climate, communication, training, performance appraisal and other factors.



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