

Effect of Supervision and Discipline on Job Performance in the Department of Housing and Hygiene Spatial Gunungsitoli City - Indonesia

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Abstract: The achievements in performing work for the employees are important and want to achieve. Efforts are made in order to achieve these objectives need to be one with attention to supervision so that employees are more disciplined and worked according to plan programs that are set. The purpose of this study to determine the effect of supervision and discipline of work in generating employee job performance. In this study the samples used were 36 employees in the Department of Housing Spatial Planning and Sanitation Gunungsitoli. Data was analyzed using multiple regressions at 5% alpha. Variable supervision and discipline partially or simultaneously positive and significant effect on job performance. Supervision and discipline were able to explain the job performance of 46.20% while the remaining 53.80% influenced by other variables not examined. It showed that the higher the level of supervision and discipline given work can lead to high employee job performance, and vice versa.

Keywords: Supervision, Discipline, Job Performance.

INTRODUCTION

Activities of the organization will not run without the involvement of the human element in it. Control elements exist in humans, so in the end compared with other factors, the human being is the most determines the success or failure of an organization in organizing various activities in order to achieve the objectives and targets of the organization. The achievement of an institution or organization does not only depend on modern equipment, facilities and infrastructure, but even more on the people behind the job. Therefore, the environmental agencies, qualified personnel are employees who carry out their work and able to provide good work or have a high performance required by agencies to achieve the goal.

The high employee results will impact the high performance of the organization. Employee work performance is not a coincidence, but many factors influence among oversight and discipline enforced. Job performance will be achieved when preceded by carrying out the tasks assigned in accordance with the rules and consequences. Employees can perform their duties maximum inter alia determined by the disciplinary rules are applied, so as to achieve the purpose agency under the direction and leadership that can create an atmosphere conducive to the working environment of the institution. In addition, work performance can also be influenced by the lack of oversight, due to a lack of oversight; the potential

possessed by an employee will be maximized, thereby achieving a high level of performance.

Each employee is not necessarily willing to exert its performance optimally, so they needed booster for someone willing to use its full potential to work. The thrust of motivation commonly called Erb through oversight of employees in the work, so that supervision would lead one employee doing an activity by using all its capabilities to achieve the goal. An employee will exert all his ability to carry out work in doing the work when there is a coordinated supervision system and disciplinary rules are clear.

The disciplinary measure implemented incorrectly is destructive of the employee and the organization. Therefore, disciplinary action should not be applied arbitrarily, but rather requires common sense. The relationship between employees and organizations are dynamic. That relationship continues to change to reflect the expectations of others and discordant.

THEORETICAL REVIEW

Bernardin and Russel[1] provide a definition that "performance is defined as the record of the outcome produced on a specified job function or activity during a specified time period". Note the work is the basis of an employee vote on their performance. Muchinsky[2] defines assessment as "a systematic

review of an individual employee's performance on the job they used to evaluate the effectiveness of his or her work". While Bittel[4] mentions a formal and systematic evaluation of how well someone is doing its job and fulfill its role, which is appropriate in the organization. Blanchard and Spencer [3] mention the performance appraisal is a process organization that evaluates employee performance on the job. In essence, the supervisor and the employee formally undertake continuous evaluation. Most of them refer to previous work performance and evaluate to determine what to do next. When performance does not qualify, then the manager or supervisor should take action, as well as when its performance is good then its behavior should be maintained.

Putti [5] stated that there are several definitions of performance appraisal, among others: (1) Roger Bellows, in *Psychology of Personnel in Business Industry*, Prentice Hall, New Jersey in 1961, P.370 defines a periodic assessment of the value of an individual employee for the organization, carried out by his boss or someone who is in a position to observe or assess its performance; (2) Dale S. Beach, *The management of People at Work*, Mac Milian New York, 1970 p.257, defines a systematic evaluation of the individual employee about his achievements in his work and its potential for development; (3) Bernardin and Russel[1], defines a way to measure the contribution of individuals (employees) to the organization where they work; (4) Cascio[15] defines a systematic depiction or description of the strengths and weaknesses associated with the work of a person or a group. From the definition above can be concluded that the performance appraisal is a systematic way to evaluate the achievements, contributions, and the potential value of an employee by people who are authorized company as the cornerstone of development and so on.

Research conducted by Tan and Torrington [6] explains some important things among others: (1) The most important reason for American companies to implement a system of performance appraisal of employees is as a basis for salary increases (81%), promotion decisions (77%), training and development(68%), and coaching (60%); (2) The order of the British company there is a little difference, namely the promotion decisions (88%), training and development (75%), and the determination of salary increases (67%); (3) In Korean companies operating in Malaysia, employee performance appraisal as the basis for promotion decisions (75%), training (57%), human resources planning (50%), and the determination of salary increases (36%). The above results indicate that each company in defining objectives performance appraisal no priority or only have one purpose only of several existing destinations. But everything is oriented

motivation will push an employee produces better performance.

Motivation is the process of granting motif (driving to work) to employees such that they are willing to cooperate with sincerity in order to achieve organizational goals efficiently and effectively. For more details, Robbin[14] suggested that the motivation is the desire to do as a willingness to issue a high level of effort for the organization's goals, conditioned by the effort's ability to satisfy an individual requirement. While Nitisemito[7] suggested that the motivation is a process of trying to influence someone to do something that we want.

Meanwhile, according to Malthis[8] motivation is a desire inside a person that causes the person to act. While Rival [13] argues that the motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals.

Surveillance activities to be conducted in order to materialize the agency's activities in achieving the desired objectives. Effective oversight would give an assurance that binds all employees to perform their tasks properly and responsibly. Aris[9] said monitoring / supervision is an action oversees or directs the completion of the work. Over time, supervision is said to be a dynamic process. Initially oversight / supervision carried out is still a rigid or authoritarian, if anyone will not work as instructed, then he will be punished. At this time, control / supervision tinged with a participative management style.

The monitoring system is applied to subordinates based on a desire to avoid the occurrence of irregularities on issues that are very important in running a task that is being or has been completed. This calls for a standard to be attained an employee in performing his job or after they finish executing its work, so that employees strive to achieve the standards set in executing a job. Williams, states that supervision is a general process of standards to achieve organizational goals, to compare with the actual implementation of these standards and take corrective action if necessary.

Labor discipline is closely connected with the employee's ability to perform the job effectively and efficiently, with is based on a strong desire in the sense of dedication and responsibility to perform a given job. The desire to carry out the work with discipline is very dependent on the role of a leader in providing optimum motivation to subordinates.

Labor discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to raise awareness and the willingness of a person to obey all company rules and social norms that apply [10]. While Hasibuan[11] argues that the discipline is the awareness and the willingness of a person to obey all company rules and social norms that apply.

Based on the above understanding concluded that labor discipline is an attitude, behavior, and act in accordance with the rules written or unwritten, and if violated would be no sanctions for violation.

RESEARCH METHODOLOGY

This research is descriptive quantitative research, by taking a sample of 36 workers who were also study population, in the department of Housing Spatial Planning and Sanitation Gunungsitoli. Data collected by designing a research instrument a questionnaire consisting of 30 items of questions.

Instrument has been tested for validity and reliability. The data were analyzed using multiple linear regression with first tested the classical assumption of normality test, multicollinearity test and heterocedasticity test. To test the hypothesis used t-test and F-test.

FINDINGS AND DISCUSSION

Description of Respondents Research

In this study, respondents aged 20-30 years amounted to 2 (5:56%), 31-40 years amounted to 9 people (25%) and aged 40 years and over was 25 people (69.44%). This shows that the employee at the Department of Housing Spatial Planning and Sanitation Gunungsitoli dominated by productive age. Nonetheless, graduates dominate the educational background of employees. Education Bachelor level respondents were 30 (83.33%), senior numbered 2 (5:56%), and a Diploma amounted to 4 people (11:11%). The majority of respondents are male is 28 people (77.78%) and 8 women (22:22%).

Table 1: Characteristics of Respondents

	Category	Frequency (N = 36)	Percent
Gender	Male	28	77.78
	Female	8	22.22
Education	Bachelor	30	83.33
	Diploma	4	11.11
	Senior High School	2	5.56
Age	20 - 30	2	5.56
	31 - 40	9	25
	> 40	25	69.44

Respondents Answer against Research Instruments

Data were collected using a questionnaire for monitoring variable showed that out of 36 respondents, 27.78% strongly agree that leadership implement the supervision of subordinates, 41.67% Google agreed while the remaining 30.56% disagree. Should the working procedure provided by the direct leadership to subordinates, 41.67% strongly agree with this, 44.44% 13.89% agree, but there is less agreement? From the aspect of direct explanation of a leader to his subordinates turned out to only 25% who answered disagree, while 30.55% agree with the actions of the leadership and even 44.44% strongly agree with that. After completion of completing a job, should a leader to re-examine the work of subordinates, as much as 55.56% answered strongly agree, 27.78% answered agree, while only 16.67% who answered less agree with that. The other aspect is every work of subordinates always supervised directly into the room. Employees who answered strongly agree as much as 33.33%, 38.89% agreed and answered disagree as much as

27.78%. Respondents' answers to the question of whether the leadership carry out an assessment of the work of subordinates, the respondents who answered strongly agree as much as 55.56%, 33.33% agree and disagree 4% as much as 11:11. When employees have a poor performance and should be done intensive supervision then 52.78% of employees agree with the attitude of the leadership, agreed while 27.78% 19.44% disagree. In order to maintain the work that remains stable then the leadership to ongoing supervision, but there are still less than 25% of employees agree with this, although 39.56% 44.44% agree and strongly agree with the intensive supervision. Monitoring the work can also be done by looking at the leadership of the written report of employees but the employees 22.22% disagree with it, though the percentage who agree as much as 30.56% and were even strongly agree as much as 41.67%. Direct that the leader should make a written report to subordinates. A total of 30.56% of employees strongly agree, agree 47.22% and 22.22% less agree with that. Overall percentage of every aspect of

approved supervisory employees even highly approved by nearly 70% so that the leadership should commit to

these aspects in carrying out surveillance in order to improve employee performance.

Table 2: Description of Respondents Answers

Indicators of Controlling		Intensive Control	Procedure	SOP	Task Checking	Direct Control	Employee Direct Votes	Punishment	Continuously	Reporting	Directing
Very Agree	%	27.78	41.67	44.44	55.56	33.33	55.56	52.78	44.44	41.67	30.56
Agree	%	41.67	44.44	30.56	27.78	38.89	33.33	27.78	30.56	30.56	47.22
Less Agree	%	30.56	13.89	25.00	16.67	27.78	11.11	19.44	25.00	27.78	22.22
Indicators of Discipline		Exemplary	Assertive	Obey the Rules	Present on time	Work completed on time	Complete a job	Commitment	Follow instructions	Reward and punishment	Fair Sanctions
Very Agree	%	33.33	41.67	47.22	41.67	55.56	36.11	44.44	50	58.33	38.89
Agree	%	41.67	30.56	27.78	38.89	30.56	33.33	36.11	27.78	25.00	50.00
Less Agree	%	25.00	27.78	25.00	19.44	13.89	30.56	19.44	22.22	16.67	11.11
Indicators of Job Performance		Tasks according to the quantity	Completing additional tasks	Work according to the instructions	Completing the work on time	Time management	Receive reward	Receive punishment	Perception of individual performance	Perception of organization performance	Individual and organizational performance relationship
Very Agree	%	36.11	41.67	27.78	47.22	33.33	44.44	30.56	50.00	55.56	52.78
Agree	%	38.89	38.89	58.33	30.56	50.00	36.11	47.22	33.33	33.33	27.78

The employees also perceive aspects of discipline differently. Exemplary aspect shown by the leadership is one way exemplifies the discipline to employees. But there are still 25% of employees who disagree with this way. Although 33.33% 41.67% strongly agree and agree with this way. Assertiveness is also perceived differently when leaders behave so as to implement the existing regulations in the organization. A total of 41.67% of employees answered strongly agree, 30.56% and 27.78% answered agree answered less agree with this attitude. When viewed from the aspect of compliance as one aspect of the discipline as much as 47.22% of employees strongly agreed with regulatory compliance, 27.78% agreed while 25% disagree more. Maybe there are some rules that do not represent the discipline so that their employees who are

not obedient to the rules. Aspects timely attendance is also an aspect of discipline. A total of 41.67% strongly agree with this, 38.89% in favor and only 19.44% who disagree. Not only the presence of the right time to be important in the discipline, the aspect of timely completion of the work is also an indicator of discipline where 55.56% agreed with that aspect, 30.56% in favor and only 13.89% only employees who disagree. Aspect is the completion of the employee for a given task. A total of 36.11% strongly agree that employees never leave work and have to finish to completion, 33.33% and 39.56% agree disagree. Additionally 44.44% of employees strongly agree has become an employee commitments outstanding, 36.11% and 19.44% agree disagree. According instructed task is another aspect of the discipline. However Answer employee who

answered strongly agrees 50.00%, agree as much as 27.78% and disagree as much as 22.22%. If the employee violates the rules are always penalized. Answer employee who answered strongly agrees as much as 58.33%, 25.00% agree and disagree as much as 16.67%. Leaders should give sanction to employees without favoritism to apply discipline. Employees who answered strongly agree as much as 38.89%, 50.00% and the employee agree who answered disagree only 11.11%. Overall percentage of every aspect of discipline approved overwhelmingly approved by the employee even nearly 70% so that the leadership should commit to these aspects in implementing the discipline in order to improve employee performance.

Supervision is done by the management and discipline of employees will affect the performance of the employee and company performance. From the aspects perceived by the employee on the performance of more than 65% of employees have had a good performance. From the aspect of how employees can complete tasks according to the quantity shown that employees who answered strongly agree as much as 36.11%, 38.89% agree and who answered disagree 25.00% of employees. Additional work is given the leadership has always strived to complete. Respondents who answered strongly agree as much as 41.67%, 38.89% and the employee agree that disagree as much as 19.44%. Completion of tasks always with the result that instructed leaders responded strongly agrees by 27.78% of the employees, the employees agreed by 58.33% and 13.89% less agreed to by the employee. A total of 47.22% of employees strongly agree always complete the work by the target date, 30.56% and

22.22% agree disagree. A total of 33.33% strongly agree that if at any time required tasks requiring completion sudden short time and always managed to complete, 50% disagree and 16.67% less agree with the work patterns. Do the employees always have the orientation to always give the best results in work, 16.67% strongly agree with this, 36.11% agree and 19.44% disagree. Leaders often give awards to employees who are doing well. Employees who answered strongly agree as much as 30.56%, 47.22% agree and 22.22% disagree. But there are still felt less agreed that they received an award for good performance that is as much as 16.67%. However the answer very amenable given by 50% of employees agrees and answer given by 33.33%. Good employee performance will affect the performance of the organization. Answer employee who answered strongly agrees as much as 55.56%, 33.33% agree and disagree 11.11% for these perceptions. Leaders often motivate employees to excel always be answered strongly agree by 52.78% of the employees, the employees agreed by 27.78% and 19.44% less agreed by the employee.

Classic Assumption Testing

Testing normality of the data was to see whether the normal distribution of data to be analyzed. A good regression model is normal or nearly normal distribution. To see the normality of the data used that approach normality Probability Plot graphs. At SPSS output at the Normal P-P Plot of Regressions Standardized Residual, can be explained that the data (dots) tend to be straight to follow a diagonal line so that the data in this study tended to have normal distribution [12], as shown in the following figure.

Normal P-P Plot of Regression Standardized Residual

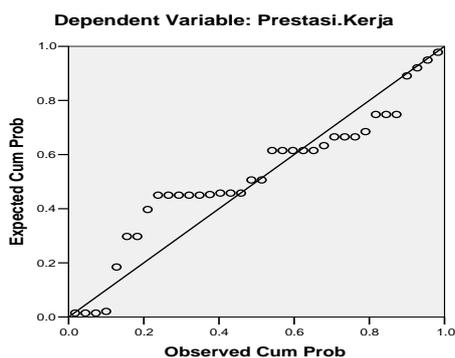


Fig-1: Output of Normality Test

Multicollinearity testing done to find out that the regression model found a correlation between independent variables. If there is a correlation, then there is a problem called multicollinearity. How to

detect it is to see the value of Variance Inflation Factor (VIF). In general, if VIF is greater than 5, the independent variables share the problems of multicollinearity with other independent variables [12].

Table 3: Output of Multicollinearity Testing

Variabel	Collinearity Statistics	
	Tolerance	VIF
Pengawasan	0.809	1.235
Disiplin	0.809	1.235

Testing of heteroscedastisity done to find out whether in a regression model occurred inequality variance of the residuals of an observation to another observation. If the variance of the residuals of an

observation to observation of others remain, then called homoscedastisity and if different variance and regression model called heteroscedastisity good is not going heteroscedastisity [12].

Scatterplot

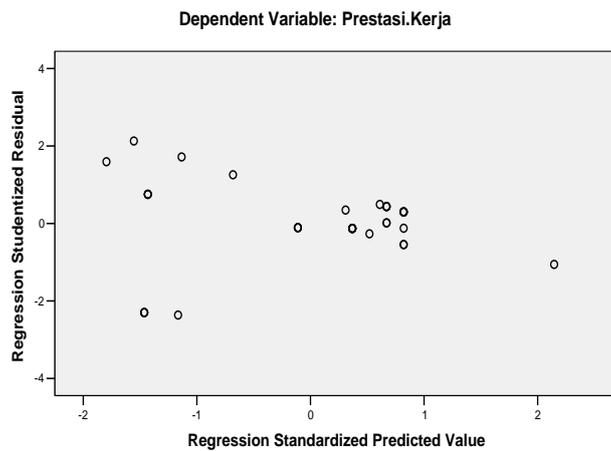


Fig-1: Output Test heterokedastisitas

Hypothesis testing

To determine the effect of supervision and discipline of the job performance of employees

simultaneously, it can be seen from the regression equation as follows.

Table 4: Output of Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t
	B	Std. Error		
1 (Constant)	7.804	6.108		1.278
1 Pengawasan	0.329	0.169	0.277	1.95
1 Disiplin	0.459	0.127	0.511	3.602
F = 14.148 R Square = 0.462				

The above equation explains that the motivation variable regression coefficient has a positive value of 0.329; it indicates that the supervision variable has a positive impact on the performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli. The regression coefficient variable discipline also has a positive sign to the value of 0.459. This indicates that the variable discipline has a positive impact on the performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli. If there are policies that do take into

account the discipline, it will have a positive impact on work performance of employees.

In the table above shows that the value of F-value of 14.148 and a significance value of 0.000. If you see the F-table with a 95% confidence level (α : 0.05) was 3.230. Therefore the value of F-value > F-table (14.148 > 3.230) hypothesis in this study is that the supervision and discipline of variables simultaneously positive and significant impact on the performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli accepted. To

determine the partial influence of supervision on employee job performance can be viewed using a t-test value of 2.950 and a significance value of 0.060, while the value of the t-table at the 95% confidence level (α : 0.05) was 2,021. Since the value t-value > t-table (2.950 > 2.021), supervision positive and significant effect on work performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli accepted. To determine the partial effect of discipline against the employee job performance can be viewed using a t-test value of 3,602 and a significance value of 0.001, while the value of the t-table at the 95% confidence level (α : 0.05) was 2.021. Since the value t-value > t-table (3.602 > 2.021), the discipline positive and significant effect on the performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli accepted. Rated R Square in the table above is 0.462, it shows that 46.20% variable supervision and discipline simultaneously affect the work performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli, while the remaining 53.80% influenced by other variables not examined.

CONCLUSION AND RECOMMENDATION

Variable supervision and discipline partially or simultaneously have a positive and significant effect on the performance of employees at the Department of Housing Spatial Planning and Sanitation Gunungsitoli. Rated R Square is 0.462, it shows that 46.20% variable supervision and discipline capable of explaining variables work performance of employees, while the remaining 53.80% influenced by other variables not examined in increasing employee motivation is still need for a good relationship between managers and staff, and leaders need to be more encouraging employees to work. The leaders should be more frequent drops down to establish communication with subordinates and supervision order to work well, so that will make employees more motivated to work better because they feel support from the leadership in carrying out their duties. Additionally sanctions against violations of the rules of work need to be modified so that the impacts are a deterrent to employees who are not disciplined.

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