HOW CULTURE DISCIPLINE, WORK SUPERVISION AND COMMUNICATION ON EMPLOYEE PERFORMANCE

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Abstract

This study aims to determine and analyze work discipline, work supervision, and communication on employee performance at the Forestry Service Office of North Sumatra Province. The approach used in this study is associative. In contrast, the population in this study is employee performance employees at the Forestry Service Office of North Sumatra Province, 666 employees; using the slovin formula, a sample of 87 people was obtained. The data analysis technique in this study used multiple linear regression analysis. The study results prove that simultaneously and partially, work discipline, work supervision, and communication significantly affect employee performance at the Forestry Service of North Sumatra Province. The implication of this research is on the communication variable, where communication is essential and very needed for employees so that there are no mistakes in the work being done, which causes a decrease in employee performance.

Keywords: ***multiple linear regression analysis, work discipline, employee performance***

1. INTRODUCTION

Employee performance is one of the main factors that can affect the company's progress, the higher the employee's performance, the easier the organizational goals to be achieved, and vice versa if the employee's performance is low or not reasonable, the goal will be challenging to achieve and the results received are not good. will be in accordance with the wishes of the organization (Afandi & Bahri, 2020). Fahrezi & Khair (2020) aid that employees are part of the company's assets that are important in contributing to the company to obtain good performance and compete. This requires an agency to look for alternatives to support what is to be achieved, such as the need for work discipline, supervision and good communication on the performance of employees contained in the agency. High employee performance is one of the requirements in achieving company goals. (Afandi, 2018). Many factors influence the performance of the employee, one of which is strongly influenced by work discipline. (Sutrisno, 2016). To get the expected performance, every company needs to apply discipline to every human resource involved; not only that, other factors are work supervision and communication. Good supervision and communication will greatly affect the performance of employees in a company. (Daulay et al., 2019).

According to Ardana, (2011) Work discipline is an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten, and being able to carry them out and not evading receiving sanctions. With work discipline, employees will not take actions that can harm the agency. Work discipline is an essential part or variable in the development of human resource management; therefore, discipline is needed in an organization so that there is no negligence, deviation, or negligence and ultimately waste in doing work that will cause a decrease in employee performance in an organization. (Arif dkk, 2020), This is in accordance with the results of previous research conducted by (Farisi dkk, 2020) Which concludes that work discipline will affect employee performance. As stated Terry & Rue (2019) hat supervision is in the form of checking to ensure that what has been done is also meant to alert the manager to a potential problem before it becomes severe. In addition, supervision can also be carried out to guide employees in completing their work to avoid unexpected mistakes and improve

the performance of the employees themselves Therefore, to achieve better performance, it is necessary to have supervision in a company. Good supervision will have a good effect as well because employees will be able to complete work on time and as specified (Jufrizen, 2016). This is clarified by the results of the study Harianto, (2020) which states that work supervision will significantly affect employee performance activities to achieve company goals.

Then, in addition to work discipline, work supervision, and communication, another factor that will also affect employee performance is communication. The success of an organization in achieving its goals cannot be separated from the establishment of good communication. The concept of this relationship is based on the theoretical reference that effective communication in the organization will make it easier for everyone to carry out the tasks that are their responsibility. This communication occurs between superiors and subordinates and between colleagues so that every employee can work well. There is much work that should be completed according to the target time, but due to lack of communication, this can make the work not completed according to the specified time target (Fransiska & Tupti, 2020). This is in accordance with research Vemmi & Dewi, (2021) that communication is very influential on employee performance. If this communication does not go well, it will cause miss-communication which will affect employee performance.

2. LITERATURE REVIEW

According to Uha (2013,) Performance is the result of work achieved by a person or group of people in an organization by their respective authorities and responsibilities to achieve the organization's goals concerned legally, not violating the law and by morals and ethics. According to Sutrisno (2016, Hal. 87) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Noor (2013) xplains that an employee's work performance or achievement results from an employee's work during a specific period compared to possibilities, for example, standards, targets/targets, or performance that have been determined in advance and have been mutually agreed upon.

Work discipline can be defined as an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten, and being able to carry it out and not evading receiving sanctions if he violates the duties and authorities given to him (Sastrohadiwiryo & Syuhada, 2019) whereas Afandi & Bahri (2020) Explained that work discipline is essentially about raising awareness for its workers to carry out the tasks that have been assigned, where its formation does not arise by itself but must be formed through formal and non-formal education, and the motivation that exists in each employee must be appropriately developed.

With discipline, performance will increase. Employee discipline has a dominant role in efforts to improve the performance of employees and must be instilled in every employee because this concerns the moral responsibility of the employee in his dutie (Sutrisno, 2016). Based on research results Arda (2017), Farisi dkk (2020), Afandi & Bahri (2020), Jufrizen (2016), Rompas dkk (2018) and Ginting (2018) prove the influence of work discipline on employee performance.

According to Manullang (2016) Supervision can be interpreted as a process to implement the work that has been carried out and conduct an assessment so that the implementation of the work is in accordance with the plan, then Jufrizen, (2016) explained that supervision is a process to ensure that the implementation of duties, functions, and authorities do not deviate from the rules set to achieve organizational goals. Research to Jufrizen (2016); Yuyun (2016); Marpaung & Agustin (2013) states that there is an effect of work supervision on employee performance.

Communication needs attention to be studied and understood by everyone involved in the organization. If there is a miss communication between employees and the leadership, it will hinder the completion of the work. Because effective communication can guarantee the achievement of organizational goals (Hamali, 2019), according to findings Julita & Arianty (2019); Ginting (2018) States that there is a positive and significant effect of communication on employee performance.Based on the explanation above, by adjusting to previous studies which concluded

that work discipline, work supervision, and communication affect employee performance, the relationship can be described as follows:
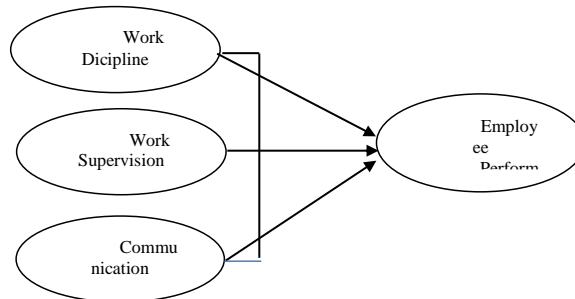

Figure 1. Research Paradigm

3. RESEARCH METHODS

This research approach uses an associative approach. Associative research uses two or more variables to fulfill the influence or influence between one variable and another variable. The researcher chooses associative research as a research approach because it influences one variable and another in this study. Population is a generalization area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclude. The population used in the study were employees of the Forestry Service of North Sumatra Province, amounting to 666 employees. The sample was taken using the Slovin formula so that the results obtained were 87 employees. The data analysis technique uses Multiple Linear Regression Analysis.

4. RESEARCH RESULTS AND DISCUSSION

The normality test aims to test whether, in the regression method, the dependent variable, and the independent variable both have a normal distribution or not. A good regression model is a data that is typically distributed or close to normal. Here are the results of the normality test, which can be seen from the probability plot graph, the results of the research data that have been processed with SPSS version 21.0 testing are as follows:
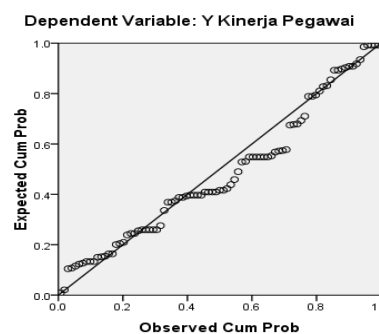

Figure 2. Normality Test Results

Figure 2, it is known that the results of the normality test show that the data shows that the distribution of data points tends to approach the diagonal line. So it can be concluded that the processed data is usually distributed, and the normality test is met.

Multicollinearity was used to test whether the regression model found a strong correlation between the independent variables. The method used to assess it is by looking at the value of the variance inflation factor (VIF).

Table 1. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	ig.	Collinearity Statistics	
		Std. Error	Beta			Tolerance	VIF
(Constant)	.688	1.799		2.606	011		
X1 Work Discipline	214	.164	.172	2.310	014	.222	4.500
X2 Work Supervision	145	.126	.183	2.150	019	.151	6.609
X3 Communication	.015	.148	.844	6.837	000	.251	3.984

a. Dependent Variable: Y Employee Performance

The independent variables, namely X1, X2 and X3 have a VIF value within a predetermined tolerance limit, namely the VIF value < 10,00 Then it means that there is no multicollinearity in the regression model. Next is to test heterosdecosity, which aims to determine whether there is an inequality of variance in the regression model from the residuals of one observation to another observation. If the residual variance from one observation to another remains, it is called homoscedasticity; it can be known through a scatterplot graph between the predicted value of the independent variable and the residual value
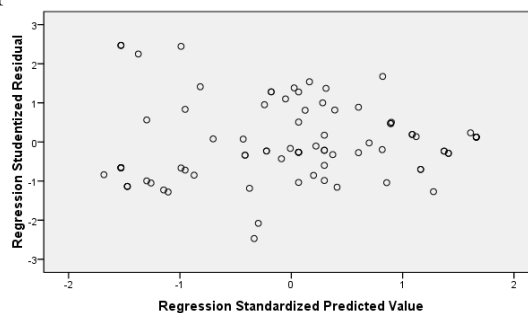

Figure 3. Heteroscedasticity Test Results

Figure 3 shows the scatterplot graph that there is no heteroscedasticity in this regression model because there is no clear pattern and the points spread above and below the number 0 on the Y axis, so the conclusion is that there is no heteroscedasticity.

Multiple linear regression analysis to see the relationship that is built between the research variables, whether the relationship that is built is positive or negative, it can be seen that the relationship model of multiple linear regression analysis can be seen from Table 1. From Table 1, it can be seen that the model of the regression equation model is :: $Y = 4{,}688 + 0{,}214\ X_1 + 0{,}145\ X_2 + 1{,}015\ X_3$, Notes: Y = Employee performance, X1 = Work discipline, X2 = Work supervision, X3 = Communication, with the following interpretation:

a. Constant = 4.688. The positive constant value shows the positive influence of the independent variable on the dependent variable. If the independent variable increases, the performance variable for the North Sumatra Provincial Forestry Service employee will increase. If all independent variables are 0, then the value of Y will remain at 4.688.

b. The coefficient of work discipline gives a value of 0.214 which means that work discipline has an effect of 0.214 or 21.4%. The better the work discipline, the performance of the North Sumatra Provincial Forestry Service employees, will increase.

c. The work supervision coefficient gives a value of 0.145, which means it has an effect of 0.145 or 14.5%. This means that the better the work supervision, the performance of the North Sumatra Provincial Forestry Service employees will increase.

d. The communication coefficient gives a value of 1.015, which means that it has an effect of 0.015 or 15%. This means that the better the work supervision, the performance of the North Sumatra Provincial Forestry Service employees will increase.

4.1 Hypothesis test

After analyzing multiple linear regression, the next step is to test the research variables with the t-test, to see whether there is a significant effect or not in the relationship between the variables X1, X2, and X3 on Y, which can be seen in Table 1.

Discipline variable shows the value of t-count = 2.310 > t-table = 1.663 with a significance value of = 0.014 < 0.05, which means that work discipline has a significant effect on performance, which means the hypothesis is accepted. The work supervision variable shows the value of t-count = 2.150> t-table = 1.663 with a significance value of = 0.019 <0.05, which means that work supervision has a significant effect on performance, this means that the hypothesis is accepted. Communication variable shows the value of t-count = 6.837 > table = 1.663 with a significance value of = 0.000 <0.05, which means that work communication has a significant effect on performance, this means that the hypothesis is accepted. Next is to look at the F (simultaneous) test to find out whether the independent variables (independent) together have a significant effect or not on the dependent variable (dependent). Simultaneous test results can be seen from the table below:

Table 4. F . Test Results

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1216.161	3	405.387	59.527	.000[a]
	Residual	565.242	83	6.810		
	Total	1781.402	86			

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

b. Dependent Variable: Y Employee Performance

Based on the table above, it can be seen that the Fcount value is 59.527 with a significant level of 0.000, while Ftable is 2.715 with a significant level of 0.05. Thus, Fcount > Ftable, which is 59.527 > 2.715, a value of 59.527 greater than 2.715 indicates tcount is greater than ttable, meaning Ho is rejected so it can be concluded that there is a significant influence between work discipline, work supervision and communication on performance.

The coefficient of determination determines how much influence the independent variables have on the dependent variable. The value of R square determines the value of the coefficient of determination.

Table 5. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.826[a]	.683	.671	2.60962	2.203

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

b. Dependent Variable: Y Employee Performance

The results of the analysis in Table 5 show that the coefficient of determination obtained is 0.683. This means that 68.3% of the variation in the employee performance variable (Y) is

determined by the independent variable, while the rest is influenced by other variables not examined.

4.2 Discussion

Based on the partial test results, the effect of work discipline on performance is obtained t_{count} (2,634) > t_{table} (1,677), dengan taraf signifikan 0,011 < 0,05. Nilai 2,634 > 1,677, can be concluded that H_a accepted (H_o rejected). This shows that there is a significant influence between work discipline on performance. The results of the research above are in line with the results of research conducted by Taufik (2013); Nazmi (2015); Nirwana (2009); Lubis (2016) which states that work discipline affects employee performance.

Then there is a significant influence between work supervision on employee performance. The results of the research above are in line with the results of research conducted by Kusumawati (2015); Saripuddin (2015); Gerrit (2017); Jufrizen (2018), which states that work supervision has an effect on employee performance.

Furthermore, there is a significant influence between work discipline, work supervision, and communication on performance simultaneously. From the calculation results, it can be seen that the coefficient of determination obtained is 0.519. This means that 68.3% of the variation in the performance variable (Y) is determined by the two independent variables, namely, work discipline (X1) and work supervision (X2). At the same time, the rest is influenced by other variables not examined.

5. CONCLUSION

From the results of research, data analysis and discussion in previous chapters, the following conclusions can be drawn: There is a significant influence of work discipline, work supervision and communication on employee performance and there is a simultaneous influence on employee performance at the Dinas Kehutanan Propinsi Sumatera Utara.

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