The Effect of Supervision on Employee Performance through Work Discipline on PT. Arvena Agrees on Batang Cenaku District

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Abstract: **This study aims to analyze the effect of insight on the performance ofemployees through work discipline at PT Arvena Sepakat Indragiri Hulu Regency. The population in this study was 286 employees. Sample retrieval using the purposive sampling method, namely a part of the population was made into a sample of 82 people. Data types and sources are primary data and secunder data, while data collection techniques use observations, questionnaires, and interviews. The data analysis used in this study is structural model analysis, namely t-test, r-square test and hypothesis test. This study shows that Supervision has a significant positive effect on Employee Performance, Work Discipline has a significant positive effect on Employee Performance, and Supervision has a significant positive effect on Employee Performance through Work Discipline.**

Keywords: **Supervision, Work Discipline, Employee Performance.**

I. INTRODUCTION

Human resources are the most valuable asset owned by a company, because it is humans who are the only resources that can drive other resources. According to (Hasibuan, 2021) human resources are a science and art that regulates the relationship and role of labor so that it runs effectively and efficiently in order to realize the goals of the company, employees, and society (Arizal et al., 2021). Therefore, the company's human resources need to be managed professionally in order to achieve a balance between employee needs and the demands of company capabilities (Fadilurrahman et al., 2021).

The achievement of the goals of a company is very guided by the potential of human resources owned by each employee (Habibah et al., 2021). Therefore, companies must have good human resource management because human resource management is not only a strategic activity, but also something that is central to achieving organizational goals (Simamora, 2020).

To achieve the goals of such an organization, every organization or company must always strive to improve the performance of its employees (Handayani et al., 2021). Good performance for the company depends on its human resources, besides that it also requires assessment and supervision by the company in order to produce accurate information about

behavior and performance in pandemic of COVID-19 era (Hidayat et al., 2021; Wagiono et al., 2022).

Performance can be measured by the disciplined attitude that each employee has. High work discipline will automatically produce good work productivity as well (Irpan et al., 2021). Work discipline is a management activity to carry out organizational standards (Handoko, 2017). Every employee must have an internal awareness of the discipline of their work because the average individual better understands what is expected in their work.

Siagian (2016) argues that employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that employees voluntarily try to work cooperatively with other employees and improve their performance. There are several things related to discipline, one of which is employee violations within the company (Iyansyah et al., 2021; Wanidison & Shaddiq, 2021).

Violations can be minimized by enforcing some company standards or rules that all company managers must comply with (Kurniawan et al., 2021; Wijaya et al., 2021). It aims to encourage the self-discipline of the employees, in this way the employees are expected to maintain their self-discipline not because of coercion but rather arise from their respective individuals (Joko et al., 2022).

Work supervision is an action or activity carried out by the manager to find out whether the course of work and its results are in accordance with the plan. Hasibuan (2021) said that work supervision can be defined as the process of determining, what must be achieved is standards, what is being done, namely implementation, assessing implementation if necessary to make improvements, so that implementation is in accordance with the plan, which is in line with standards (Norrahmi et al., 2021). In this study, it was only focused on the factors of discipline and work supervision. In theory, if discipline and work supervision can run well and optimally, the performance that will be produced by employees will be good too (Norrahmiati et al., 2022).

Oil palm plantations are Indonesia's macroeconomic economy, because the palm oil industry has a strategic role, including the largest foreign exchange earner, the locomotive of the national economy, energy sovereignty, driving the people's economic sector, and employment (Putera et al., 2022). Indonesia's oil palm plantations are growing rapidly and reflect a revolution in oil palm plantations. Indonesia's oil palm plantations are thriving in 22 provinces out of 33 in Indonesia (Ramadhani et al., 2021). PT Arvena Sepakat is a company located in Kuala Kilan Village, Batang Cenaku District, Indragiri Hulu Regency that operates in the oil palm plantation sector (Rizal et al., 2020).

Based on the initial research that has been carried out, researchers found problems related to employee performance, discipline and work supervision, among others, there are still employees who have not maximized their performance, tend to decrease employee performance due to ineffectiveness and the ability of employees to work is still lacking (Rizani et al., 2022). The completion of work that tends to be delayed so that

employees are not used to improving their performance (Shaddiq et al., 2021). Using ineffective working hours, one of which is that there are still employees who arrive not on time, lack of leadership supervision of subordinates so that subordinates are at will in carrying out work (Shaddiq & Handayani, 2021).

Jumlah employee of PT. Arvena Agreed consists of 31 parts and 286 employees. Therefore, the author focuses on researching the employees of the FFB harvesting department, which numbers 82 people. Pemenen is an important sector in oil palm plantations because it is a source of money for companies through the sale of palm oil (MKS) and palm kernel (IKS). Thus the main task of field personnel is to take fruit from the staple at the appropriate maturity level, the quality of the oil obtained is largely determined by the quality of the bunch and harvest. The following is a report on the supervision of the work of employees of the FFB harvesting department. PT. Arvena Agrees in 2021

Table 1. 1 Report on the Results of Supervision of the Work of the FFB harvest section at PT. Arvena Sepaka Year 2021

surveillance time (Months)	Ripe Fruits Not Harvested	Harvested fruit Not raised to TPH	Unfollowed	Fronds Not Arranged	Harvesting Very Unripe Fruits	Not lowering the Frond that should be lowered
January	33	23	256	6	9	8
February	29	15	360	7	3	5
March	24	3	212	4	2	7
April	21	9	416	5	5	3
Mai	18	11	267	6	7	2
June	15	2	342	11	5	9
July	27	9	196	9	4	2
August	17	7	236	5	9	6
September	10	5	178	4	2	9
October	18	2	352	8	1	5
November	5	4	289	2	3	8
Sum	217	90	3104	67	50	64

Source: PT Arvena Agreed 2022.

From the table above, it can be seen that the supervision of work at PT. Arvena Agreed, has not fully run optimally , karana we can see that there are still quite high mistakes made by employees when carrying out their duties such as ripe fruit not harvested which in 2021 amounted to 217, harvested fruits were not raised to TPH 90, uncited leaves amounted to 3104, fronds were not arranged amounted to 67, very unripe fruit harvests amounted to 50, did not lower the fronds that should have been lowered by 64. This is certainly very influential on the production results of PT. Arvena agreed.

Production at PT. Arvena Agreed Batang Cenaku District, is an important activity. Even in various kinds of talks, it is said that production is the company's kitchen. If the

production activities of PT. Arvena Agreed that this will stop, so activities in the company will also stop. Production is defined as an activity that can generate additional benefits or create new benefits in line with the increase in plantation business also driven by the emergence of oil palm industries that are inconflict in several regions in Riau.

Producing PT. Arvena agreed that in 2021 it will experience a fluctuating state, where the productivity produced has not yet reached the level. Only in September was it achieved. from the data above, it can be indicated that employee productivity at PT. Arvena Agreed has not fully run optimally. Suboptimal employee performance is thought to be caused by the lack of supervision and work discipline of employees.

Based on the perception of scientists, employees who are often late to work are generally caused by individual employees, this can happen because there is no strong support, control and discipline of employees.

PT. Arvena agreed that in 2021, where the number of employee attendance is still less than optimal and the level of delay is quite high, it gives an idea that discipline in PT. Arvena Agreed that it still needs to be improved in order to optimize employee performance. Employees who do not comply with the regulations or commit violations that are detrimental to the company must be held accountable for what is done. This is done so that incidents that harm the company do not recur and employees are more responsible for their work, the types of penalties given by employees for disciplinary actions, namely verbal reprimands carried out by superiors are general and light, warning letters depending on the violations committed, suspensions and layoffs.

Table 2. Work Discipline at PT. Arvena Agrees to Batang Cenaku District 2018-2021 Employee Violation Rate 2018-2021

Year	Number of employees of the uncleen section	Sanctions (Penalties) given to employees			Number of Disciplinary Offenders
		Light	Keep	Heavy	
2018	82	83	56	0	139
2019	76	53	36	1	90
2020	84	76	37	1	114
2021	82	87	42	0	129

Source: PT. Arvena Agreed 2021.

Thepenalties imposed on employees are at most light punitive sanctions in the form of verbal reprimands, written reprimands and written dissatisfied questions from the company's management to employees who violate work discipline. The most light penalty sanctions were in 2021 as many as 87 people while the most moderate punishment sanctions in 2018 amounted to 56 people who were subject to punitive sanctions in the form of delayed salary increases, salary reductions while severe punishment sanctions occurred only in 2019 and 2020 as many as 1 person, severe punitive sanctions in the form of demotion of release from office and termination of work. Dotted with the above background, the author is interested in conducting a study with the title "The Effect of Work Supervision on Karyawan Performance through Work Discipline in PT. Arvena Agrees on Batang Cenaku District, Indragiri Hulu Regency".

II. BIBLIOGRAPHY REVIEW

Work Supervision

Work supervision is a process of observing all organizational activities in order to better ensure that all work being carried out is in accordance with a predetermined plan (Siagian, 2016), while according to (Handoko, 2017), work supervision is a process to ensure that organizational and management goals are achieved. Supervision in Islam has characteristics including: supervision is material and spiritual, monitoring is not only the manager, but also Allah Swt, using humane methods that uphold human dignity. In Islam, the function of supervision can be revealed in the verses in the Qur'an surah As-Shaff verse 3:

"Bismillahirrahmaanirrahiim Kabura maqtan 'indallahi an taqulu ma la taf'alun"

That is to say: There is great hatred onAlla's side that you say nothing you don't do.

The verse provides threats and warnings against people who ignore scrutiny of their actions.

Work Discipline

Siagian (2016) argues that work discipline is a management action to encourage members of the organization to meet the demands of various provisions in management, while employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance (Shaddiq & Wanidison, 2021). In islamic teachings many verses of the Qur'an and Hadith command discipline in the sense of obedience to established rules, including surah An-Nisa verse 59:

"O man of faith, obey ye to Allah and obey his messenger and to the ulil Amri of your (circle) (An-Nisa:59)"

This is also explained in Sura Al-Ashr verse 3 mentions:

"Illal ladziina amanu wa,amilushshaalihaati watawaasaw bilhaqqi watawaasaw bish shabr"

The above verse which means except those who have faith and work godly charity and counsel to obey the truth and counsel to remain in one's patience to obey all applicable corporate rules and social norms.

Performance

(Mangkunegara, 2021) providing an understanding of performance, namely the results of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him, while Performance

according to (Hasibuan, 2021) is a result of work achieved by a person in carrying out his duties on skills, effort and opportunity.

Simamora (2020) argues that performance refers to the degree of achievement of the tasks that make up an employee's work. Performance reflects how well an employee meets the requirements of a job. Meanwhile, kienrja according to Islam is a form or way of individuals in self-actualization . Performance is a tangible form of values, beliefs and understandings that are embraced and based on strong moral principles and can be a motivation to produce quality work (Surti et al., 2022). The man who performs best on the side of God is a devout man.

Hypothesis

Based on the background of the problem and previous research, the following hypothesis was made:

H1: It is suspected that work supervision has a positive and significant effect on employee performance at PT. Arvena agreed on Batang Cenaku Subdistrict.

H2: It is suspected that work discipline has a positive and significant effect on employee performance at PT. Arvena agreed on Batang Cenaku Subdistrict.

H3: It is suspected that there is a positive and significant influence of supervision on employee performance through work discipline at PT. Arvena agreed on Batang Cenaku Subdistrict.

III. RESEARCH METHODS

Research conducted on employees of PT. Arvena Agreed Batang Cenaku District which numbered 82 people. The data in this study is sourced from primary data and secondary data. Primary data that the author directly obtained from the object of studies such as respondents' responses regarding supervision, discipline and employee performance. While the secondary data is the data that the author obtained from PT. Arvena agreed in finished form such as the number of employees, an overview of the research, the organizational structure and the main tasks. Data collection was carried out with a questionnaire in the form of a list of questions (questionnaires) interview and observation—conducted on respondents about supervision, performance and work discipline. The respondent's answer was measured by a Likert scale, namely: 5= strongly agree to 1= Very much disagree. This study uses a method of discriminatory and data management using SEM with PLS. SEM analysis with PLS is an alternative technique in SEM analysis where the data used does not have to be normally multivariate.

IV. RESULTS AND DISCUSSION

Validity Test

Table. 3 Discriminant Validity Test

Variable	Work supervision	Employee performance	Labor discipline
Work Supervision	0,809		
Employee Performance	0,694	0,822	
Work Discipline	0,694	0,806	0,830

Source: SmartPLS output data processed, 2022

From the results of *discriminant validity* in the table above, it shows that the value of the correlation of the construct with the indicator is greater than the value of the correlation with other construct. Thus that all latent constractions or variables already have a good *discriminant validity*, where the indicators on the construct indicators are better than other construct indicators.

Reability Test

The Reability Test is a test to measure the superiority of a construct. The advantages of the construct score must be quite high The composite reliability criterion is > 0.7:

1. Work supervision (X) has a composite reliability value of 0. 938 > 0.7 then declared valid.

2. Performance (Y) has a composite reliability value of 0.926 > 0.7 then it is declared valid.

3. Work Discipline (Z) has a composite reliability value of 0.9 17 > 0.7 then it is declared valid.

R-Square (R^2)

Table 4. R-Square

Endogenous Variables	R Square	R Square Adjust	Information
Discipline	0,482	0,475	Medium models
Performance	0,985	0,985	Powerful Model

Source: SmartPLS output data processed, 2022

Table 4 shows that this research model can be interpreted as follows, supervision can explain the construct of work discipline as much as 0.482 or 48.2% while 51.8% is explained by other variables that are not studied in this study.

Table 4 also shows that the supervisory construct can explain the employee performance construct by 0.985 or 98.5% while the remaining 1.5% is explained by other variables that are not studied in this variable. This means that supervision shows a strong model of employee performance.

Figure 1. Model Bootstrapping

Source: SmartPLS output data processed, 2022
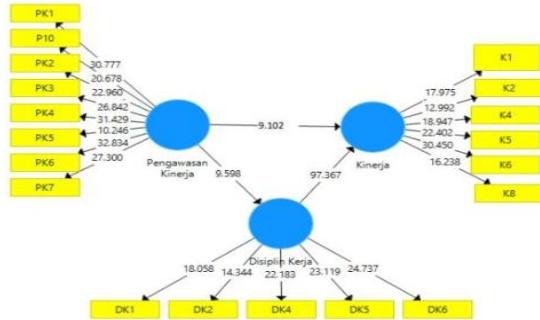
Hypothesis Test

Hypothesis testing in PLS is used to measure the probability of a data using the path coefficients menu. *The rule of thumbs* supported by a research hypothesis is: if the coefficient or direction of the variable relationship (indicated by the original sample value) is in line with the hypothesized one, and if the t-statistical value of the > value of 1.64 (one-tailed) or > 1.96 (*two-tailed*) can be said to be significant and *the probability value (P-value)* < 0.01; <0.05; < 0.10 can be said to be significant. In *P-value*, if a value of > 0.10 is obtained, it can be said to be insignificant (Abdillah & Jogiyanto, 2015).

Table 5. Direct Effect

CONSTRUCT	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Work Supervision -> Performance	0.684	0,702	0.073	9.102	0.000
Work Discipline -> Performance	0.985	0.985	0.010	97.367	0.000

Source: SmartPLS output data processed, 2022

Table 6. Indirect Effect

CONSTRUCT	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Performance Supervision (X)-Work Discipline > (Z) -Performance >(Y)	0.684	0.696	0.072	9.476	0.000

Source: SmartPLS output data processed, 2022

Based on the results of the *coeficient path* above, it shows the results of the hypothesis test which is explained as follows;

1) The effect of work supervision on employee performance

The T Setatistics value shows a positive value of 9.102 > 1.96 with a significant value of 0.000 < 0.05 which indicates that work supervision has a significant effect on employee performance.

2) The effect of labor discipline on employee performance

The T Statistics value shows a positive value of 97,367 > 1.96 with a significant value of 0.000 < 0.05 which shows that work supervision has a significant effect on employee performance.

3) The effect of labor discipline mediation in influencing work supervision on employee performance.

The T Statistics value shows a positive value of 9.476 > 1.96 with a significant value of 0.000 < 0.05 which shows that the influence of supervision on employee performance through work discipline has a positive and significant effect.

Cover

Research on the effect of work supervision on employee performance through Work Discipline at PT. Arvena Agreed Batang Cenaku District, Indragiri Hulu Regency, is concluded as follows; Supervision has a positive and significant effect on employee performance. This shows that the higher the supervision by the company, the more it will improve the performance of employees at the PT. Arvena Agreed, Batang Cenaku District, Indragiri Hulu Regency. Work discipline has a positive and significant effect on employee performance. This shows that the higher the work discipline that occurs, the more it will improve the performance of employees at the PT. Arvena agreed, Batang Cenaku District, Indragiri Hulu Regency. Based on calculations from this study, work discipline is an intervening variable or mediating the influence between supervision on employee performance.

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