



RESEARCH ARTICLE

The Effect of Work Discipline and Work Supervision on Employee Performance at CV Palm Lipu Persada (Distributor of PT. Unilever Indonesia, Tbk Halmahera – South Area)

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Abstract

This study This paper aims to determine the effect of Work Discipline and Work Supervision on Employee Performance at CV Palm Lipu Persada. The method used is quantitative. The sampling technique uses saturated sampling and obtained a sample of 55 respondents. Data analysis uses validity test, reliability test, classical assumption test, regression analysis, correlation coefficient, determination coefficient and hypothesis test. The results of this paper are Work Discipline has a significant effect on Employee Performance with a determination coefficient value of 54.6% and the hypothesis test obtained a calculated t value of $7.987 > t \text{ table } 2.005$. Work Supervision has a significant effect on Employee Performance with a determination coefficient value of 68.5% and in the hypothesis test obtained T count $10.442 > T \text{ table } 2.005$. Work Discipline and Work Supervision simultaneously have a significant effect on Employee Performance with a regression equation $Y = 4.507 + 0.197X_1 + 0.811X_2$. The coefficient of determination (coefficient) of 67.9% is related to Employee Performance (Y), with the remaining 32.1% being influenced by other factors not examined in this paper. The hypothesis test yielded a calculated f-value of $55.092 > f\text{-table of } 3.180$.

Keywords

Work Discipline; Work Supervision on Employee Performance.

1 | INTRODUCTION

The company's capital can strive to maximize the performance of its employees by increasing the potential of human resources through the enforcement of employee discipline. Performance can be measured from the discipline attitude of each employee, high work discipline will not necessarily result in good performance. According to Siagian (2018) "Discipline is the awareness and willingness to obey all applicable company regulations and social norms. Good work discipline reflects the amount of responsibility a person has for the tasks given to him to perform the task as well as possible, in addition, supervision is also a factor that affects employee performance. Meanwhile, according to Handoko (2014), work discipline in a business organization is useful in giving direction, and rules that can be used as work guides to bring order to the rules that have been mutually agreed upon. Good supervision will also have a good effect because employees will work according to the set time. In addition, through supervision, companies can monitor various things that can harm the organization such as errors in work, weaknesses and shortcomings in the implementation of work. Supervision needs to be carried out on an ongoing basis in order to produce a positive impact for the progress and development of the company. According to Handoko (2017) "Supervision is a process to ensure that organizational and management goals are achieved". According to Manulang (2016) states "Work supervision is a process to determine what work has been carried out, assess it and correct if necessary with the intention of making the implementation of the work in accordance with the original plans". A company's attention to the performance of its employees can help the company in implementing the company's goals and achievements. Basically, employee performance can be carried out properly if the company's management implements adequate operational standards and procedures for its employees so that it becomes a motivation for their employees to work optimally and professionally so that they can work productively. PT. Unilever Indonesia, Tbk is a company engaged in manufacturing. PT Unilever Indonesia is one of the large companies that meets the various needs of the community. There are 40 PT Unilever Indonesia products that have been known and widely used by many consumers, not only in Indonesia but also in Indonesia the marketing has reached the international market. In addition to work discipline and work supervision, performance is also a factor that needs to be considered. According to Afandi (2018), Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, not unlawfully and not contrary to morals and ethics. According to Hasibuan (2016), work discipline is the awareness and willingness that arises from a person to obey all company rules and existing social norms. To be able to find the phenomenon of employee performance variables, the author conducted a pre-survey by distributing a questionnaire about employee performance to 15 employees at Cv Palm Lipu Persada South Halmahera. Where the results of the author's respondents are displayed in the table below:

Table 1. Pre-Survey of Employee Performance on CV Palm Lipu Persada

No	Pernyataan	Answer	
		Ya	Tidak
1.	You are able to complete your tasks on time	533,33%	1066,7%
2.	You can provide the results of your work according to the quantity	746,7%	853.3%
3.	You can provide work results according to the quality	853,3%	746,7%
4.	Is your contribution to the company good enough?	1493,3%	16,7%

Source: Data processed by the author (2026).

Based on the table above, the results of the pre-survey regarding employee performance at Cv Palm Lipu Persada South Halmahera. That employees have not been able to complete tasks on time has been determined, this is shown in point 1 (one) percentage of respondents who answered did not reach 66.7%. In addition, in point 2 (two) based on the percentage of respondents who answered no, reaching 60% of the authors concluded that employees have not been able to provide work results that are in accordance with the quantity. If the employee cannot achieve the expected amount of work, it means that he is unable to produce adequate output or even does not achieve the goals that have been set within a certain period of time. This can happen for a number of reasons, such as a lack of skills or knowledge needed to complete a task, a lack of motivation or morale, or external factors such as health or family issues. Ignoring quantity can be a costly mistake for a company, as it can lead to a loss of market share and increased production costs. Therefore, companies must consider an adequate amount of production to meet market demand and still pay attention to the quality of the products produced. Meanwhile, points 3 (three) and 4 (four) have been implemented well. Where the percentage at point 3 (three) of respondents who answered yes was 53.3% which means that employees can provide work results according to quality, and at point 4 (four) the percentage of respondents who answered yes, reached 93.3% which means that employees have made a good enough contribution to the company. Seeing the importance of the influence of work discipline and work supervision on employee performance in Cv palm lipu persada South Halmahera. So the author is interested in writing with the title "The influence of work discipline and pengawasan kerja terhadap kinerja karyawan pada CV Palm Lipu Persada (Distributor PT. Unilever Indonesia, Tbk area Halmahera Selatan).

2 | BACKGROUND THEORY

2.1 Work Discipline

Work discipline is one of the important aspects of human resource management because it reflects employees' compliance with the rules, procedures, and standards that apply in the organization. Work discipline shows the willingness of employees to carry out their duties and responsibilities in an orderly, timely manner, and in accordance with the organization's regulations. With good discipline, work activities can run more regularly so as to support the achievement of organizational goals. Work discipline is not only related to attendance and punctuality, but also includes compliance with regulations, the execution of responsibilities, the use of working time, and adherence to work standards. Therefore, organizations need to implement clear and consistent rules so that employees understand the obligations and standards of behavior that must be met. Good discipline can encourage employees to complete work more effectively and responsibly. Empirically, the relationship between work discipline and employee performance has also been widely found in research. Danial *et al.* (2024) show that work discipline has a positive effect on employee performance at PT New Paradise Purworejo. Similar results were found by Azis and Jaya (2024), which show that work discipline has a positive and significant effect on the performance of PT Bina San Prima Sukabumi employees. Thus, the better the level of work discipline that employees have, the greater the chance of achieving optimal performance.

2.2 Work Supervision

Work supervision is an activity carried out to ensure that the implementation of work is in accordance with the plans, procedures, standards, and targets that have been set by the organization. Supervision functions as a mechanism to control employee activities so that irregularities in the implementation of work can be identified and corrective actions are taken immediately. Effective supervision also allows organizations to evaluate work achievements on an ongoing basis. Work supervision does not solely aim to find employee faults, but also serves as a process of direction, coaching, and evaluation. Through objective and continuous supervision, employees can gain a clearer understanding of the work standards that must be achieved. This condition can encourage employees to work more responsibly and improve the quality of work results. The results of Ariyati *et al.*'s (2024) research show that work supervision has a significant effect on employee performance at PT Solusi Bangun Andalas. Research by Fabiana and Armaniah (2024) also shows that work supervision has a positive and significant influence on employee performance. The research explains that effective supervision can improve performance because it ensures that work is carried out in accordance with standards, procedures, and targets that have been set.

2.3 Employee Performance

Employee performance is the result of work achieved by an employee in carrying out the tasks and responsibilities given by the organization. Performance is one of the important indicators in determining the success of the organization because the achievement of organizational goals is highly dependent on the ability of human resources to carry out work effectively and efficiently. Performance can be reflected through the quality of work, quantity of work, punctuality, effectiveness, and responsibility in carrying out tasks. Employee performance is influenced by various factors, both from the individual and the organizational environment. In the context of this study, work discipline and work supervision are two factors that can theoretically contribute to performance improvement. Work discipline encourages employees to comply with regulations and perform work consistently, while work supervision plays a role in ensuring that the execution of work is in accordance with the organization's standards and targets. The results of empirical research support this relationship. Research by Kurniati *et al.* (2024) shows that work discipline has a significant effect on employee performance. In addition, research by Atmaja and Aryata (2024) found that work discipline affects employee performance at PT Techpolitan Indonesia Persada South Tangerang. Meanwhile, research on work supervision also shows that supervision has a contribution to improving employee performance.

3 | METHOD

This study employs a quantitative research method with an associative approach. According to Arikunto (2016), quantitative research has clearly defined and detailed elements from the beginning of the study, systematic research procedures, the use of samples whose results can be generalized to the population, and a research design that clearly describes the research stages and expected outcomes. Quantitative research also requires representative data collection and quantitative data analysis conducted after all data have been collected, with the primary objective of testing predetermined hypotheses.

This study aims to determine the effect of Work Discipline and Work Supervision on Employee Performance at CV. Palm Lipu Persada. The associative approach was selected because this study seeks to examine the relationship and influence between the independent variables, namely Work Discipline (X1) and Work Supervision (X2), and the dependent variable, namely Employee Performance (Y). Thus, the quantitative associative approach is considered appropriate for objectively measuring the relationships among the variables and testing the proposed hypotheses based on empirical data obtained from the respondents. The research was conducted at CV. Palm Lipu Persada, a distributor of PT Unilever Indonesia Tbk operating in the South Halmahera area. The company is located on Jl. Tomori-Labuha, Tomori, Bacan District, South Halmahera Regency, South Halmahera Province. The population in this study consists of 55 employees of CV. Palm Lipu Persada. Since the population is relatively small and all members of the population can be reached by the researcher, the study uses a saturated sampling technique (census sampling). Saturated sampling is a sampling technique in which all members of the population are included as research samples. Therefore, the sample size in this study is 55 respondents, meaning that all employees who constitute the population are involved as respondents. The data used in this study were collected from the respondents using research instruments designed to measure Work Discipline, Work Supervision, and Employee Performance. Before conducting hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure that the questionnaire items appropriately measure the intended variables and produce consistent results. Subsequently, classical assumption tests were conducted to ensure that the regression model met the required statistical assumptions. The data analysis employed in this study consists of validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. Multiple linear regression analysis was used to examine the effect of Work Discipline and Work Supervision on Employee Performance, both partially and simultaneously. The partial effect was examined using the t-test, while the simultaneous effect was examined using the F-test. The coefficient of determination was used to determine the extent to which Work Discipline and Work Supervision explain variations in Employee Performance. Through these analytical procedures, this study aims to provide empirical evidence regarding the extent to which work discipline and work supervision contribute to employee performance at CV. Palm Lipu Persada.

4 | RESULTS AND DISCUSSION

4.1 Results

The data analysis results indicate that all validity and reliability tests meet the required standards. The correlation coefficient (r) for each statement item exceeds the critical value (0.265), confirming that all items are valid and suitable for further analysis. Additionally, the Cronbach's Alpha values for the variables of Work Discipline, Work Supervision, and Employee Performance are above the minimum threshold of 0.60, demonstrating that the instruments used are highly reliable and consistent. The results of data processing are as follows:

Table 2. Validity Test Results

Work Discipline X1			
No	R hitung	R table	Verdict
1	0,541	0,265	valid
2	0,818	0,265	valid
3	0,860	0,265	valid
4	0,745	0,265	valid
5	0,840	0,265	valid
6	0,674	0,265	valid
7	0,829	0,265	valid
8	0,797	0,265	valid
Work Supervision Validity Test (X2)			
No	R hitung	R table	Verdict
1	0,382	0,265	valid
2	0,784	0,265	valid
3	0,765	0,265	valid
4	0,767	0,265	valid
5	0,741	0,265	valid
6	0,773	0,265	valid
7	0,830	0,265	valid
8	0,779	0,265	valid
9	0,762	0,265	valid

Employee Performance Validity Test (Y)

No	R hitung	R table	Verdict
1	0,815	0,265	valid
2	0,737	0,265	valid
3	0,850	0,265	valid
4	0,738	0,265	valid
5	0,772	0,265	valid
6	0,699	0,265	valid
7	0,827	0,265	valid
8	0,818	0,265	valid
9	0,735	0,265	valid
10	0,766	0,265	valid

Based on the results of the validity test, it can be seen that the overall value of r calculated $> r$ table 0.265, thus it can be concluded that all statement items in the employee performance variable indicator are valid. So no statement items are deleted and all statement items can be used on the entire test model.

Table 3. Reliability Test Results

Variabel	Cronbatch Alpha	Standar Cronbatch Alpha	Verdict
Work Discipline (X1)	0,895	0.60	Reliabel
Work Supervision (X2)	0.920	0.60	Reliabel
Employee Performance (Y)	0.926	0.60	Reliabel

It can be seen that all aspects of the study, namely work Discipline, work Supervision, and Employee Performance decisions, indicate that Cronbach's Alpha value exceeds the limit of 0.60. This indicates that all tatisti have a very good level of reliability, so that each statement item is considered consistent, reliable, and should be applied in the next stage of research analysis.

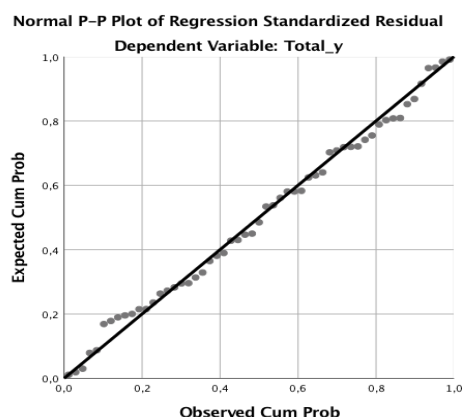


Figure 1. Uji Normalitas Grafik P-P Plot

Looking at the normal probability plot graph above, it can be concluded that in the normal probability plot graph, it can be seen that the dots are spread around the diagonal line and the spread follows the direction of the diagonal line, so it can be concluded that the data used in this study is normally distributed.

Table 4. Multikolinearitas Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	BB	std. Error	Beta			Tolerance	VIF
1 (Constant)	4,507	3,038		1,484	,144		
Work Discipline	,197	,192	,152	1,023	,311	,279	3,587
Work Supervision	,811	,174	,691	4,647	,000	,279	3,587

Based on the Coefficients table above, it is known that the variables of Work Discipline (X1) and Work Supervision (X2) show a Tolerance value of $0.279 > 0.10$ and a VIF value of $3.587 < 10$, so it can be concluded that there is no multicollinearity between free variables in the regression model.

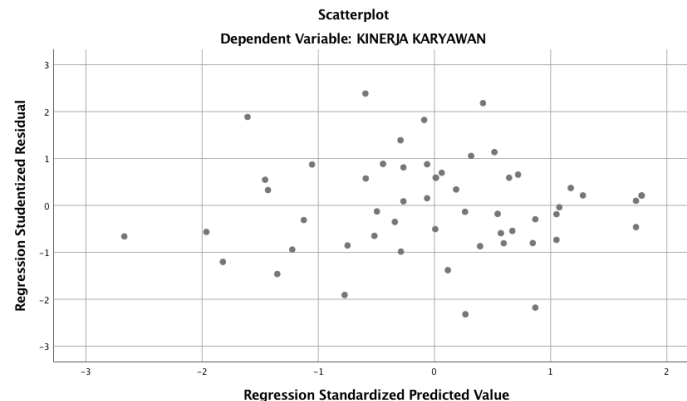


Figure 2. Uji Heteroskedastisitas Grafik Scatter Plot

From the graph, it can be seen that the dots are scattered randomly, do not form a definite clear pattern, and are scattered both above and below the number 0 (zero) on the Y axis, so there is no heteroscedasticity.

Table 5. Regresi Linier Berganda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,507	3,038		1,484	,144
Work Discipline	,197	,192	,152	1,023	,311
Work Supervision	,811	,174	,691	4,647	,000

Based on the table of Coefficients above, the multiple linear regression equation is as follows: $Y = a + b_1x_1 + b_2x_2$ is $Y = 4.507 + 0.197X_1 + 0.811X_2$. This equation can be concluded, there is a direction of positive influence of Work Discipline (X1) and Work Supervision (X2) on Employee Performance (Y).

- 1) Constant (a) = 4.507 can be concluded that, if the variables Work Discipline (X1) and Work Supervision (X2) are fixed (constant) there is no change or increase, then the Employee Performance value (Y) is 4.507 units.
- 2) Coefficient (b1) = 0.197 can be concluded that, if the variable Work Discipline (X1) increases by one unit, the Employee Performance value (Y) will increase by 0.197 units.
- 3) Coefficient (b2) = 0.811 can be concluded that, if the Work Supervision variable (X2) increases by one unit, then the Employee Performance value (Y) is 0.811 units.

Table 6. Determination Coefficient Test Results (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,828a	,685	,675	2,098

Based on the table above, it can be seen that the magnitude of the determination coefficient value is indicated by the R Square value of 0.685 which means that simultaneously the Work Motivation variable (X1) and the z variable Work Environment (X2) contribute to the Employee Performance variable (Y) by 68.5%, while the remaining 31.5% is caused by other variables that are not studied in this study.

Table 7. Output of Partial T Test Results X1 Against Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,728	3,486		2,217	,031
Work Discipline	,956	,120	,739	7,987	,000

Based on the table, it can be seen that the value of the calculation is $7.987 > 2.005$ with a significance of $0.000 < 0.05$, then H01 is rejected and it is accepted indicating that Work Discipline (X1) has a positive and significant effect on Employee Performance (Y) on Cv. Palm Lipu Persada.

Table 8. Partial T Test Output X2 Against Y

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,450	2,896		1,882	,065
	Work Supervision	,962	,092	,820	10,442	,000

Based on the table, it can be seen that the value of $10.442 > 2.005$ with a significant value of $0.000 < 0.05$, H_02 is rejected and H_{a2} is accepted, indicating that Work Supervision (X2) has a positive and significant effect on Employee Performance (Y) on Cv. Palm Lipu Persada.

Table 9. Test Hypothesis Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3428,425	2	1714,212	55,092	,000b
	Residual	1618,012	52	31,116		
	Total	5046,436	54			

Based on the table above, it is known that the f_{cal} value is 55.092 and the significant value is 0.000. So it can be concluded that Work Discipline (X1) and Work Supervision (X2) simultaneously have a positive and significant effect on Employee Performance (Y) with a calculated value of $55.092 > f_{table} 3.18$ and a significant value of $0.000 < 0.05$, then it can be concluded that H_03 is rejected and H_{a3} is accepted. This means that simultaneously Work Discipline and Work Supervision have a positive and significant effect on Employee Performance at Cv. Palm Lipu Persada.

4.2 Discussion

This discussion addresses the influence of work discipline and work supervision on employee performance at CV. Palm Lipu Persada. The results indicate that work discipline has a positive and significant effect on employee performance, evidenced by a calculated t-value of 7.987, which is greater than the t-table value of 2.005, with a significance level of $0.000 < 0.05$. Therefore, the first hypothesis is accepted. These findings suggest that employees who demonstrate better discipline tend to achieve higher performance levels. Work discipline encourages employees to comply with organizational rules, arrive on time, complete tasks promptly, maintain responsibility, and follow established work procedures. This aligns with the research by Harisha and Prasetyo (2023), Suwanto (2023), and Nauli Chrissensia *et al.* (2024), all of whom found that work discipline has a positive and significant impact on employee performance. However, the findings differ from Pratama *et al.* (2023), who reported that work discipline does not significantly influence employee performance at PT Navya Retail Indonesia. This discrepancy suggests that the effect of discipline may depend on organizational characteristics, employee behavior, leadership practices, and the consistency of disciplinary rule enforcement. The positive effect observed in this study can be explained by the fact that discipline creates a more structured working environment. When employees understand their working hours, responsibilities, procedures, and performance standards, they are more likely to organize their work effectively and minimize delays and errors. In the context of CV. Palm Lipu Persada, disciplined employees are more likely to complete assigned tasks according to the required standards and schedules, ultimately contributing to improved employee performance. Therefore, strengthening attendance, punctuality, compliance with work procedures, and employee responsibility can serve as important managerial strategies for enhancing performance. Furthermore, the results demonstrate that work supervision has a positive and significant effect on employee performance at CV. Palm Lipu Persada. The calculated t-value of 10.442 exceeds the t-table value of 2.005, with a significance level of $0.000 < 0.05$, leading to the acceptance of the second hypothesis. These findings indicate that more effective supervision correlates with better employee performance. Supervision enables management to monitor task implementation, provide direction, identify deviations, and ensure employees work according to established standards and targets. The findings are consistent with Sudarajat (2023), who reported that supervision and work discipline play a crucial role in employee performance. Additionally, Susanto *et al.* (2024), Setianto and Firdaus (2024), and Oktavian Ytu *et al.* (2024) also found that work supervision has a positive and significant effect on employee performance. The relatively strong influence of work supervision in this study can be explained by its direct role in controlling and guiding employees during work processes. Effective supervisors not only monitor but also provide feedback, clarify responsibilities, correct mistakes, and ensure organizational goals are achieved. The standardized Beta coefficient for work supervision is 0.820, which is higher than the 0.739 for work discipline, indicating that supervision has a relatively stronger contribution to employee performance within this research model. Therefore, CV. Palm Lipu Persada should strengthen routine monitoring, offer constructive feedback, communicate work standards clearly, and conduct consistent evaluations so employees can identify and correct performance gaps. Additionally, the simultaneous test results show that work discipline and work supervision jointly have a positive and significant effect on employee performance at CV. Palm Lipu Persada, with an F-value of 55.092, which exceeds the F-table value of 3.18, and a

significance level of $0.000 < 0.05$, confirming the acceptance of the third hypothesis. The coefficient of determination (R^2) of 0.685 indicates that work discipline and supervision together explain 68.5% of the variation in employee performance, while the remaining 31.5% is influenced by other factors outside the research model. These findings are consistent with Susanto *et al.* (2024), Sudarajat (2023), and Setianto and Firdaus (2024), who found that both discipline and supervision have positive and significant effects on employee performance, both individually and collectively. The results suggest that discipline and supervision complement each other: discipline provides the internal behavioral foundation for employees to adhere to work standards, while supervision acts as an external managerial mechanism to ensure these standards are implemented consistently. The high R^2 value emphasizes the importance of combining discipline and supervision in explaining employee performance at CV. Palm Lipu Persada. This integrated approach—incorporating clear work standards, consistent attendance and punctuality policies, routine supervision, performance evaluation, feedback, and corrective actions can create a more structured and controlled work process, ultimately supporting sustainable improvements in employee performance.

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of the partial t-test and simultaneous F-test presented in Tables 7, 8, and 9, several conclusions can be drawn. Firstly, Work Supervision (X1) has a positive and significant effect on employee performance (Y), as indicated by the regression coefficient of 0.956, a t-value of 7.987, and a significance level of 0.000, which is less than 0.05. This confirms that better work supervision is associated with an increase in employee performance. Secondly, X2 also has a positive and significant effect on Y, with a regression coefficient of 0.962, a t-value of 10.442, and a significance level of 0.000, indicating that an increase in work discipline contributes significantly to higher employee performance. Thirdly, the combined effect of X1 and X2 on Y is also significant, as evidenced by the F-value of 55.092 and a significance level of 0.000, demonstrating that both variables jointly influence employee performance. Overall, the findings show that both work supervision and discipline have positive and significant impacts on performance, both individually and together, with work supervision exerting a slightly stronger influence as reflected by the standardized beta coefficients ($\beta = 0.820$ for X2 and $\beta = 0.739$ for X1). For future research, it is recommended to expand the model by including other factors that may affect employee performance, such as work motivation, compensation, work environment, leadership, competence, and job satisfaction. Additionally, future studies could involve larger sample sizes and different organizational sectors to enhance the generalizability of the findings. Employing a longitudinal approach to observe how work discipline and supervision influence employee performance over time is also suggested. These developments are expected to provide a more comprehensive understanding of the various factors that contribute to employee performance.

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