

THE EFFECT OF TRAINING, SUPERVISION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. XYZ

Fifiana Labita
Setia Tjahyanti

ABSTRACT

The development of the tooling market in Indonesia is influenced by development projects. However, the COVID-19 pandemic, which is rife and experienced by the people of Indonesia, has resulted in many development projects being stopped. On the other hand, there is still a renovation process that is still running, so the demand for tools remains even during the COVID-19 pandemic. According to (Halim and Mustamu, 2013) which states that development in Indonesia is still uneven, there are still many dense and irregular buildings, but of course, the need for engineering equipment remains, and there is still a market share that has not been touched by the company. PT. XYZ presents products that meet consumer demand in the field of tools and equipment for domestic use. This is a concern for household appliance companies to meet the needs of household appliances. Companies engaged in the tools industry or tools must be able to compete with other companies. Competition in the manufacturing industry requires companies to get quality and cheap goods or products, among other manufacturing companies, each company is required to be more aggressive and creative to be able to compete in the world of the manufacturing industry. To be able to overcome this, the company must be able to implement a good strategy, to achieve the success of a product. In this study, it was motivated by an employee performance problem that occurred at PT. XYZ, based on the theory put forward by (Hidayat and Rusli, 2021) states that every company must strive to achieve optimal employee performance because basically employee performance can affect the performance of the work team and will ultimately affect the overall performance of the company. In addition, researchers hope this research can help PT. XYZ in overcoming employee performance problems by paying attention to training, supervision, and work discipline factors. The purpose of this study is to determine the effect of Training, Supervision, and Work Discipline on Employee Performance at PT. XYZ. This form of research uses descriptive research and causality. The population in this study is all permanent employees of PT. XYZ. With a sample of 89 permanent non-managerial employees using a sampling technique, namely purposive sampling, purposive sampling. Data collection using questionnaires with Likert scale measurements. The data analysis method used is multiple linear regression analysis. The results of this study show that training, supervision, and work discipline have a positive effect on employee performance at PT. XYZ.

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

INTRODUCTION

Rapid business changes will require companies to be able to create high employee performance in developing the company. To achieve these demands, companies must prepare their employees by providing the necessary provisions to develop employees so they can compete with competitors. This is per the statement made by Safitri (2013) which stated that for an organization to survive in a competitive environment, an organization certainly needs to have reliable resources to be able to compete with other companies.

One way to do this to improve employee performance is through employee development by conducting training, supervision, and work discipline. By carrying out this development, it is hoped that employees can carry out their jobs and responsibilities well to improve employee performance (Safitri 2013). The existence of training to improve the abilities, knowledge, and attitudes of employees makes the impact of change easier to obtain among colleagues (Jagero et al. 2012).

In addition to training, work discipline is also very important in improving employee performance in a company. With work discipline, all company regulations that have been issued must be obeyed by all employees to keep employees running within the limits set by the company to achieve company goals in improving employee performance (Safitri 2013). To ensure that every activity of the company can run according to the expectations and goals of the company, it is necessary to have supervision. Poor supervision can allow employees to take actions of their own free will and even violate company regulations. Supervision is carried out not just to find fault but with supervision to prevent deviations from occurring and try to take corrective action (Rosalini et al. 2022).

This is supported by researchers Firdaus and Marlina (2021) who state that supervision and work discipline are needed in guiding and educating employees to work with very good performance that will benefit the company.

Performance employees are highly demanded by companies especially, for marketing handtools products hence the product can be well-known in the market. Based on PT.XYZ sources, percentages in every year are changing, this can be seen through the number of employees that included in assessment very good performance categories. In 2019 employees who received very good performance ratings were 13.46% of employees. In 2020, early indications were found that it had decreased to 9.84% of employees. After that, in 2021 there will be another increase of 10.49% of employees.

The decline in the performance of PT. XYZ employees have an impact on the effectiveness of employees in doing their jobs properly as expected by the company. Therefore, employee performance is very important to note.

This research is a replication of research entitled "The Influence of Training, Supervision, and Work Discipline on Employee Performance at PT. PLN (Persero) Ulp Berastagi" by Rut Piorida br Surbakti and Sarimonang Sihombing in 2022. The difference from this research lies in the research object, where the previous object was an employee at PT. PLN (Persero) ULP Bersatagi where the company is engaged in the electric energy sector, while the objects of this research are employees of PT. XYZ is engaged in product marketing and distribution. Based on the description above, this research was conducted to determine whether there is an effect of training, supervision, and work discipline on employee performance at PT. XYZ.

Management

Management is the achievement of organizational goals effectively and efficiently through planning, organizing, leading, and controlling organizational resources Draft (2016: 4). In achieving organizational goals according to Draft (2016: 8) there are four management functions including (1) Planning is identifying goals for organizational performance in the future and deciding work and the use of resources in achieving them. (2) Organizing is an act of implementing planning to achieve goals. (3) Leading is giving influence to motivate employees to achieve organizational goals by creating a corporate culture and instilling in employees to perform at a high level. (4) Controlling is supervising employee activities to determine whether the organization is running according to its goals and making improvements. According to Nursam (2017), management is a process that needs to be implemented within the company because there are stages to achieve company goals.

Human Resource Management

According to Hasibuan (2017: 10) Human Resource Management is a science and art that regulates the relationships and roles of the workforce so that they are active and efficient in helping the company, employees and society achieve their goals.

Human resource management is very important for companies, so companies must be able to make Human Resources that can run effectively and maximally as expected by the company. This statement is supported by Samsuni (2017) who argues that Human Resources play an important role in success in achieving company goals, which depends on the ability of human resources to carry out their duties.

Employee Performance

Employee performance is an effort to manage employee competencies carried out by the organization systematically and continuously so that these employees have the level of performance expected by the organization, namely being able to make an optimal contribution, to be able to achieve organizational goals according to Hasibuan (2017) in Pramesti (2022). Employee performance is a result of work achieved by a person in carrying out the work assigned to him in achieving work targets and company goals (Muna and Isnowati 2022). Performance is the success rate of individuals and groups during a certain period, in carrying out assigned and predetermined tasks (Situmorang et al. 2022).

Effect Training on Employee Performance

Training must first be carried out with the approval of the organization or company (K. Manurung 2021). Training is the provision of courses to employees that are carried out to improve the ability of employees to work in companies (Marpaung et al. 2020). Training is one of the efforts to improve the quality of human resources in the world of work (Jagero et al. 2012)

Some of the results of previous research revealed that training had a positive and significant effect on employee performance (Ristyowati et al. 2020). Training has a positive and significant effect on employee performance (Dewangga and Rahardja 2022). Training has a positive and significant effect on Employee Performance (Ekhsan et al. 2020). From the three studies above, it is identified that there is a relationship between training and employee performance.

Ha1: There is an effect of training on employee performance

Effect Supervision on Employee Performance

Supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan (Hudiyani et al. 2019). Supervision is a form of observation that is generally carried out thoroughly, by making comparisons between reality and what is planned (Darmawati 2015). Supervision is an action or activity carried out by the leadership to find out whether the work is progressing and the results are according to plan (E. Manurung et al. 2021).

Some of the results of previous research revealed that supervision has a positive and significant effect on employee performance (Lobo and Wahyuni 2019). Supervision has a positive and significant effect on Employee Performance (Ariesa et al. 2020). Supervision has a positive and significant effect on Employee Performance (Lobo and Wahyuni 2019). From the three studies above, it is identified that there is a relationship between supervision and employee performance.

Ha2: There is an influence of supervision on employee performance

Effect Work Discipline on Employee Performance

Work discipline is one's awareness and willingness to comply with all applicable company regulations and social norms (Pongoh et al. 2021). Work Discipline is an attitude of respect, respect, obedience, and adherence to the regulations that apply both written and unwritten and one can carry them out and not avoid receiving sanctions if he violates the duties and authority given to him (Muna and Isnowati 2022). Work discipline is an attitude and behavior that shows employee obedience to organizational regulations (Yulandri and Onsard 2020).

Some of the results of previous research revealed that work discipline has a positive and significant effect on performance (Pongoh et al. 2021). Work Discipline has a positive and significant effect on Employee Performance (Syaifullah 2019). Work Discipline has a positive and significant effect on Employee Performance at the Pematangsiantar City Regional Personnel Agency (Situmorang et al. 2022). From the three research above, it is identified that there is a relationship between work discipline and employee performance.

H_{a3}: There is an influence of work discipline on employee performance.

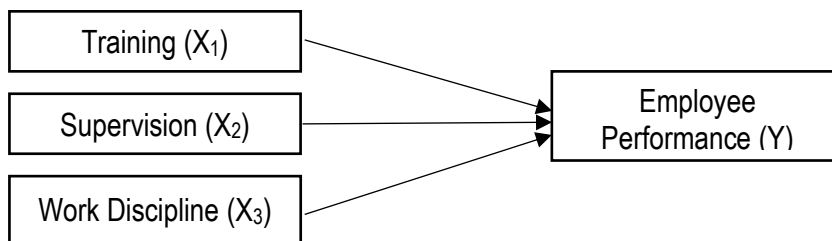


Figure 1: Research Model

Description
 —▶ Showing Effect

RESEARCH METHOD

This study uses a descriptive research form and the relationship is causal. Descriptive research is a method used to collect data that describes the characteristics of people, events, or situations Sekaran and Bougie (2013). Meanwhile, research on a causal relationship is a causal relationship, Sugiyono (2019: 66).

The population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn by Sugiyono (2019: 126). The population in this study are all employees of PT. XYZ consisted of 112 employees and the sample in this study was 89 permanent employees at the non-managerial level using a non-probability sampling method with purposive sampling technique. The non-probability sampling method is a sampling technique that does not provide opportunities for all members of the population to be selected as samples Sugiyono (2019: 131). The purposive sampling technique is the technique of determining the sample with certain considerations. In this study, the considerations in determining the sample were permanent employees at the non-managerial level. The data collection technique in this study was carried out by distributing questionnaires using the Likert scale method and all data collected was processed using statistical tests.

OPERATIONAL DEFINITION

Training is a program created to improve the ability to do work individually, in groups, or based on the stages of position in an organization or company (Surbakti and Sihombing 2022).

Supervision is an activity that guarantees the implementation of activities by the regulations and plans that have been set so that goals are achieved effectively and efficiently (Surbakti and Sihombing 2022).

Work discipline is an attitude of respect for company rules and regulations, which allows employees to adjust voluntarily to company rules and regulations (Surbakti and Sihombing 2022).

Employee performance is the result of work done by someone in an organization to achieve the desired goals and minimize losses. Performance is the readiness of a person or group to carry out activities and perform them according to responsibility for the expected results (Surbakti and Sihombing 2022).

Table 1: Variable Indicator

Variable	Indicator	Measurement Scale
Training (X ₁)	1. Instructor	Likert
	2. Participants	
	3. Materials	
	4. Method	
	5. Purpose of training	
	6. Goals	
Supervision (X ₂)	1. Standard setting	Likert
	2. Determination of work measurement/assessment	
	3. Measurement of work implementation	
	4. Comparison of implementation with standards and analysis	
	5. Correction of irregularities	
Work Discipline (X ₃)	1. Presence	Likert
	2. Obedience to work regulations	
	3. Timing	
	4. Adherence to work standards	
	5. High level of alertness	
	6. Work ethically	
	7. Work responsibilities	
Employee Performance (Y)	1. Quality	Likert
	2. Quantity	
	3. Punctuality	
	4. Initiative	
	5. Mental dexterity	
	6. Attitude	
	7. Implementation of tasks	

Source: Surbakti and Sihombing (2022)

Descriptive statistics in this study were obtained based on the results of distributing questionnaires to describe the profile of respondents measured using a 5-point Likert scale. The characteristics in this study are gender, age, last education, years of service, and department.

Table 2: Respondent Characteristics

Information	Characteristics	Amount	Percentage (%)
Gender	Men	55	61,8 %
	Women	34	38,2 %
Age	≤ 25 Years Old	24	27,0 %
	26-35 Years Old	42	47,2 %
	36-45 Years Old	16	18,0 %
	≥ 46 Years Old	7	7,9 %
Last Education	Senior/Vocational High School/Equivalent	42	47,2 %
	Associate's Degree 1/2/3/4	6	6,7 %
	Undergraduate Degree		
	Post Graduate Degree	40	44,9 %
		1	1,1 %
Years Working	2-4 Years	41	46,1 %
	5-7 Years	25	28,1 %
	8-10 Years	7	7,9 %
	>10 Years	16	18,0 %
Department	Finance Accounting	17	19,1 %
	HRD	7	7,9 %
	Lean Office	10	11,2 %
	Sales 1	8	9,0 %
	Sales 2	7	7,9 %
	Product & Service	10	11,2 %
	Purchasing & GA	6	6,7 %

Logistic	12	13,5 %
Marketing	12	13,5 %

Source: Results of statistical data processing

RESEARCH RESULT

Based on the table above, the number of respondents is based on gender, age, last education, years of service, and department at PT. XYZ has as many as 89 employees. The table above shows that the total number of male respondents is 55 employees, while the total number of female respondents is 34 employees. From these data, it can be concluded that the number of male respondents was more than female in this study.

The table above shows that the total number of respondents aged ≤ 25 years was 24 employees, ages 26-35 years were 42 employees, ages 36-45 years were 16 employees, and ages ≥ 46 years were 7 employees. From these data, it can be concluded that the number of respondents aged 26-35 years is more dominant in this study.

The table above shows that the number of respondents with high school/vocational high school/equivalent education was 42 employees, 6 employees with Diploma 1/2/3/4 education, 40 employees with a Bachelor's degree, and 1 employee with a Master's degree. From these data, it can be concluded that the number of respondents with the last education of Senior/Vocational High School/Equivalent was more dominant in this study.

The table above shows that the total number of respondents in the Finance Accounting department is 17 employees, the HRD department is 7 employees, the Lean Office department is 10 employees, the Sales 1 department is 8 employees, the Sales 2 department is 7 employees, the Product & Service department is 10 employees, the department Purchasing & GA with 6 employees, Logistics Department with 12 employees, Marketing Department with 12 employees. From these data, it can be concluded that the number of respondents in the Finance Accounting department is more dominant in this study.

The table above shows that the total number of respondents with 2-4 years of service was 41 employees, 25 employees with 5-7 years of service, 7 employees with 8-10 years of service, and 16 employees with >10 years of service. From these data, it can be concluded that the number of respondents with 2-4 years of service is more dominant in this study.

Table 3: Training Validity Test Results (X1)

Independent Variable (X1)	r count	r table	Result
X1.1	0,514	0,2084	Valid
X1.2	0,627	0,2084	Valid
X1.3	0,598	0,2084	Valid
X1.4	0,566	0,2084	Valid
X1.5	0,698	0,2084	Valid
X1.6	0,633	0,2084	Valid
X1.7	0,462	0,2084	Valid

Source: Results of statistical data processing

Table 4: Supervision Validity Test Results (X2)

Independent Variable (X2)	r count	r table	Result
X2.1	0,592	0,2084	Valid
X2.2	0,566	0,2084	Valid
X2.3	0,602	0,2084	Valid
X2.4	0,572	0,2084	Valid
X2.5	0,645	0,2084	Valid

Source: Results of statistical data processing

Table 5: Work Discipline Validity Test Results (X3)

Independent Variable(X3)	r count	r table	Result
X3.1	0,454	0,2084	Valid
X3.2	0,281	0,2084	Valid
X3.3	0,451	0,2084	Valid
X3.4	0,282	0,2084	Valid
X3.5	0,406	0,2084	Valid
X3.6	0,382	0,2084	Valid
X3.7	0,385	0,2084	Valid
X3.8	0,269	0,2084	Valid

Source: Results of statistical data processing

Table 6: Employee Performance Validity Test Results (Y)

Dependent Variable (Y)	r count	r table	Result
Y.1	0,502	0,2084	Valid
Y.2	0,576	0,2084	Valid
Y.3	0,619	0,2084	Valid
Y.4	0,574	0,2084	Valid
Y.5	0,539	0,2084	Valid
Y.6	0,475	0,2084	Valid
Y.7	0,456	0,2084	Valid
Y.8	0,473	0,2084	Valid
Y.9	0,419	0,2084	Valid
Y.10	0,537	0,2084	Valid

Source: Results of statistical data processing

Based on the table above, shows that all indicators of the independent variables, namely training, supervision, and work discipline, and the dependent variable, namely employee performance, have r count > r table, which is 0.2084. So it can be concluded that all research indicators are valid, which means that each instrument can be used to measure what should be measured.

Table 7: Reliability Test Result

Variable	Number of Statement	Cronbach's Alpha	Limit	Result
Training (X1)	7	0,835	0,60	Reliable
Supervision (X2)	5	0,808	0,60	Reliable
Work Discipline (X3)	8	0,664	0,60	Reliable
Employee Performance (Y)	10	0,827	0,60	Reliable

Source: Results of statistical data processing

Validity Test Result

Based on the table above, shows that all independent variables, namely Training, Supervision, and Work Discipline, and the dependent variable, namely Employee Performance, have a Cronbach's Alpha value > 0.60, meaning that all statements items or questions in this research questionnaire can be said to be reliable or can be used consistently over time.

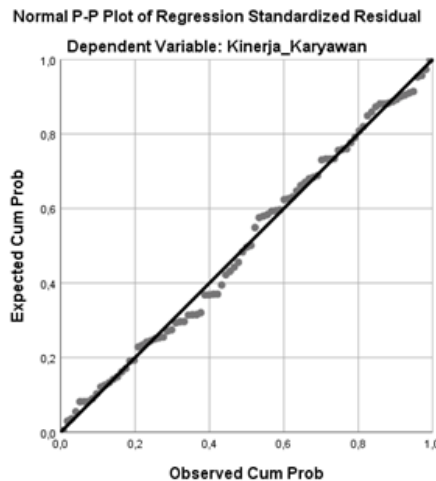


Figure 2: Normality P-Plot Result

Source: Results of statistical data processing

Table 8: Kolmogorov-Smirnov Test Result

Asymp Sig.(2-tailed)	Alpha (α)	Result
0,200	0,05	Normal

Source: Results of statistical data processing

Based on the table above, shows that based on the significance value (Asymp. Sig. (2-tailed) of $0.200 > 0.05$, it can be concluded that the data results are normally distributed.

Table 9: Multicollinearity Test Result

Model	Collinearity Statistics		Result
	Tolerance	VIF	
Training (X1)	0,683	1,464	Multicollinearity Does Not Occur
Supervision (X2)	0,684	1,463	Multicollinearity Does Not Occur
Work Discipline (X3)	0,994	1,006	Multicollinearity Does Not Occur

Source: Results of statistical data processing

Based on the table above, shows that the tolerance values X1, X2, X3 > 0.10 and the Variance Inflation Factor (VIF) values X1, X2, X3 < 10 . It can be concluded that there is no multicollinearity among the independents, namely training, supervision, and discipline work, so good data is used in the regression model.

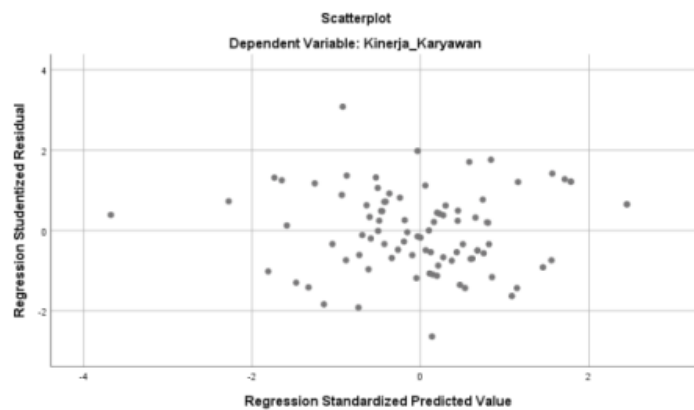


Figure 3: Graph Method Heteroscedasticity Test Results (scatterplots)

Source: Results of statistical data processing

Based on the picture above, shows that the scatterplot graph is not patterned, it can be seen that the points spread above and below or around the number 0, and the points spread randomly. It can be concluded, the results of the heteroscedasticity test using the scatterplot graphical method show that there is no heteroscedasticity in the regression model so that the data is good to use.

Table 10: Non-Graphic Method Heteroscedasticity Test Results (Glejser Test)

Variable	Sig.	Alpha	Result
Training (X1)	0,708	0,05	Heteroscedasticity does not occur
Supervision (X2)	0,836	0,05	Heteroscedasticity does not occur
Work Discipline (X3)	0,061	0,05	Heteroscedasticity does not occur

Source: Results of statistical data processing

Based on the table above, shows that the heteroscedasticity test results for the Training variable have a sig value of 0.708, the Supervision variable has a sig value of 0.836, and the Work Discipline variable has a sig value of 0.061. All variables have a significance value greater than 0.05, so it can be concluded that the three independent variable data do not occur heteroscedasticity, so the data is good for use in the regression model.

Table 11: Autocorrelation Test Results (Durbin-Watson)

Model	Durbin-Watson
	2,161

Source: Results of statistical data processing

Based on the table above, shows that the Durbin-Watson value is 2.161. This value is compared with the D-W table with the number of samples (n) = 89, the number of independent variables (k) = 3, and a significance of 0.05 so that $d_l = 1.5863$ and $d_u = 1.7254$.

Table 12: Correlation Coefficient Test Results (R) and Determination Coefficient (R2)

Model	R	R Square	Adjusted R Square
1	0,652	0,425	0,405

Source: Results of questionnaire processing

Based on the table above, shows that the Adjusted R Square value is 0.405. This means that the variable Employee Performance can be explained by a variation of the Variable Training, Supervision, and Work Discipline of 40.5%, and the remaining 59.5% is explained by a variation of other variables that are not present in this study.

Table 13: Multiple Linear Regression Test Results

Model	Unstandardized Coefficient	
	B	
(Constant)	5,081	
Training (X1)	0,265	
Supervision (X2)	0,754	
Work Discipline (X3)	0,364	

Source: Results of questionnaire processing

Multiple linear regression equation as follows:

$$Y = 5,081 + 0,265 X_1 + 0,754 X_2 + 0,364 X_3 + e$$

Description :

- Y : Employee Performance
- A : 5,081
- B₁ : 0,265
- B₂ : 0,754
- B₃ : 0,364
- X₁ : Training
- X₂ : Supervision
- X₃ : Work Discipline
- e : Error

Table 14: Goodness of Fit Model Test Results (Test F)

Model	F	Sig.
1	20,934	0,000

Source: Results of statistical data processing

Based on the table above, a significant value of 0.000 is obtained, where a significant value is $0.000 < 0.05$, so it can be concluded that the model is included in the Fit criteria and $F \text{ Count} > F \text{ Table}$ is obtained, namely $20.934 > 2.71$ so it can be concluded that the model includes Fit criteria and suitable for use in research.

Table 15: Hypothesis Test Results (t-test)

Model	Unstandardized B	Coefficients Std. Error	t	Sig.
(Constant)	5,081	5,964	0,852	0,397
Training (X1)	0,265	0,131	2,020	0,047
Supervision (X2)	0,754	0,157	4,803	0,000
Work Discipline (X1)	0,364	0,149	2,434	0,017

Source: Results of statistical data processing

Based on the table above, shows that the acceptance of H_a using the p-value and critical value can be concluded that H_a is accepted, meaning that there is a positive influence of training, supervision, and work discipline on Employee Performance at PT. XYZ.

CONCLUSION

The conclusions from this study are: (1) There is a positive influence between training on the performance of employees of PT. XYZ. (2) There is a positive influence between supervision on the performance of employees of PT. XYZ. (3) There is a positive influence between work discipline on the performance of employees of PT. XYZ.

In this study there are limitations, namely: 1) The limitations of the independent variables used in this study, which only use the variables Training, Supervision, and Work Discipline, while there are many other factors that can affect employee performance. 2) Time and cost limitations, so researchers only examine one object. 3) The limitations of the respondents who were sampled were 89 people so they did not represent the population better and the process of distributing questionnaires through Google forms, and during the data collection process, researchers could not meet and accompany respondents directly, this made it difficult for respondents to understand answer statements.

Due to these limitations, there is a recommendation for the next researchers:

• For PT. XYZ, namely:

- 1) For PT. XYZ is expected to be able to provide training following what employees should receive. This is intended so that employees have the skills, knowledge, and abilities according to the work they do.
- 2) For PT. XYZ is expected to be able to carry out supervision which is also carried out in the implementation of employee work. This aims to ensure employees comply with the standard rules or regulations that have been determined.
- 3) For PT. XYZ is expected to be able to socialize on how important work discipline is starting from working hours, the use of safety unit equipment, and employee work safety for the continuity of activities at PT. XYZ to create security and run according to the goals to be achieved by the company and employees
- 4) For PT. XYZ is expected to pay more attention to and improve Employee Performance by considering the variables of Training, Supervision, and Work Discipline and implementing them.

• For future researchers:

- 1) For future researchers, it is hoped that they can add other independent variables in research that are considered to influence employee performance.
- 2) For future researchers, it is expected to use research objects in different industrial fields so that the performance of the resulting employees will be visible.
- 3) For future researchers, it is expected to increase in the number of research samples used, to better represent the population

REFERENCES

- Afdal, Muh, and Muhammad Kasran. 2023. "Pengaruh Gaya Kepemimpinan Dan Pengawasan Terhadap Kinerja Karyawan." *Jurnal Ekonomi & Ekonomi Syariah* 6 (1): 436–46. <https://doi.org/https://doi.org/10.36778/jesya.v6i1.954>.
- Aidah, Siti, and Sri Langgeng Ratnasari. 2020. "Pengaruh Pelatihan, Pengembangan Karir, Dan Komunikasi Terhadap Kinerja Karyawan Pt. Telekomindo Primakarya." *Jurnal Trias Politika* 4 (2): 122–35. <https://www.journal.unrika.ac.id/index.php/jurnaltriaspolitika/article/download/2448/pdf>.
- Anderson. 2019. *Statistics for Business and Economics*. Twelfth Ed. Canada: South-Western Cengage Learning.
- Apriyansyah, Hari, M Idris, and Choiriyah. 2023. "Pengaruh Lingkungan Kerja , Disiplin Kerja Dan Kompensasi Kerja Terhadap Kinerja Pegawai Pada Dinas Kelautan Dan Perikanan Provinsi Sumatera Selatan." *Jurnal Bisnis, Manajemen Dan Ekonomi* 4 (1): 22–39. <https://doi.org/https://doi.org/10.47747/jbme.v4i1.901>.
- Arief, Rachmat, and Sunaryo. 2020. "Pengaruh Penerapan Standar Operasional Prosedur (Sop), Gaya Kepemimpinan, Dan Audit Internal Terhadap Kinerja Karyawan (Studi Kasus Pada Pt. Mega Pesanggrahan Indah)." *Jurnal Ekonomika Dan Manajemen* 9 (2): 125–43. <https://doi.org/http://dx.doi.org/10.36080/jem.v9i2.1249>.
- Ariesa, Yeni, Jakson Kamal, Fransisca, Gunawan, and Alexandrio Emmanuel. 2020. "Pengaruh Kompensasi, Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Jaya Mandiri Bangunan." *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)* 5 (2): 92–99. <https://doi.org/10.31851/jmksp.v5i2.3599>.
- Blanchard, P Nick, and James W Thacker. 2013. *Effective Training (Systems, Strategies and Practices)*. Pearson Education.
- Bougie, Roger, and Uma Sekaran. 2019. *Research Methods for Business: A Skill-Building Approach*. Eighth. Wiley Global Education.
- Busono, Genot Agung. 2017. "Pengaruh Sistem Pelatihan Dan Pengembangan Karyawan Terhadap Kinerja Karyawan PT. Persada Sawit Mas (PSM) Kecamatan Pampangan Kabupaten Ogan Komering Ilir." *Jurnal Kajian Ekonomi Syari'ah* 1 (01): 90–91. <https://jurnal.um-palembang.ac.id/muqtashid/article/view/266/238>.
- Candra, Jennifer, Cut Fitri Rostina, Debby, and Ferren Angela. 2022. "Pengaruh Disiplin Kerja, Kompetensi Kerja Dan Pengawasan Kerja Terhadap Kinerja Karyawan Pada PT. Karya Inti Nusa Gemilang Medan." *Management Studies and Entrepreneurship Journal* 3 (2): 407–12. <https://yrpipku.com/journal/index.php/msej/article/view/429%0Ahttps://yrpipku.com/journal/index.php/msej/article/download/429/319>.
- Chyntia, and Setia Tjahyanti. 2022. "Pengaruh Motivasi, Kepemimpinan, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. X." *Jurnal Media Bisnis* 14 (2): 115–26. <https://doi.org/https://doi.org/10.34208/mb.v14i2.1189>.
- Darmawati, Tri. 2015. "Pengaruh Pengawasan Terhadap Kinerja Karyawan Pada CV. Havraco Jaya Palembang." *Jurnal Media Wahana Ekonomika* 12 (3): 96–108. <https://doi.org/https://doi.org/10.31851/jmwe.v12i3.3279>.
- Dessler, Garry. 2017. *Human Resource Management*. Fifteenth. Pearson Education.
- Dewangga, Theda Arafa, and Edy Rahardja. 2022. "Pengaruh Pelatihan, Disiplin Kerja, Dan Kompetensi Terhadap Kinerja Karyawan (Studi Pada Pegawai Dinas Komunikasi Dan Informatika Provinsi Jawa Tengah)." *Diponegoro Journal of Management* 11 (1): 1–8. <https://ejournal3.undip.ac.id/index.php/djom/index>.
- Ekhsan, Muhamad, Dela Nurlita, Universitas Pelita Bangsa, Gaya Kepemimpinan, Promosi Jabatan, and Kinerja Karyawan. 2020. "Pengaruh Gaya Kepemimpinan , Pelatihan Dan Promosi Jabatan Terhadap Kinerja Karyawan (The Effect of Leadership Style , Training and Job Promotion on Employee Performance)" 22 (02): 113–20. <https://doi.org/http://dx.doi.org/10.33370/jpw.v22i02.418>.
- Esa, Kresna Wahyu, and Dian Prawitasari. 2014. "Pengaruh Motivasi, Kemampuan, Dan Disiplin Terhadap Kinerja Karyawan Pada PT. Samudera Indonesia Di Semarang." *Jurnal Manajemen Fakultas Ekonomi Dan Bisnis Universitas Dian Nuswantoro*. 5 (3): 248–53.
- Firdaus, Muhamad Azis, Asti Marlina, and Muawwanah. 2022. "Analisis Pengaruh Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan CV. Dede Print Kota Bogor Baik." *Inovator: Jurnal Manajemen* 11 (1): 235–48. <http://ejournal.uika-bogor.ac.id/index.php/INOVATOR/index>.

- Ghozali, Imam. 2018. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25*. Edisi 9. Badan Penerbit Universitas Diponegoro.
- Halim, Adam G S, and Ronny H. Mustamu. 2013. "Analisis Deskriptif Strategi Bersaing Pada Perusahaan Penyedia Kebutuhan Konstruksi." *Jurnal AGORA* 1 (1): 1–15. <https://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/227>.
- Hasibuan, M. S. P. 2017. "Manajemen Sumber Daya Manusia." PT Bumi Aksara." In .
- Hidayat, Rahmat, and Rusli. 2021. "PENGARUH KINERJA KARYAWAN TERHADAP KUALITAS PELAYANAN NASABAH PADA PT. PEGADAIAN CABANG TENTE KABUPATEN BIMA THE EFFECT OF EMPLOYEE PERFORMANCE ON THE QUALITY OF CUSTOMER SERVICE AT PT. PEGADAIAN BRANCH OF TENTE, BIMA DISTRICT." *JURNAL DIMENSI* 10 (2): 425–38. <https://doi.org/10.33373/dms.v10i2.2951>.
- Hudiyani, A, H Jayusman, and A R Rabiah. 2019. "Pengaruh Pengawasan Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum (PDAM) Tirta Arut Kabupaten Kotawaringin Barat." *Jurnal Magenta* 7 (2): 81–90. <http://magenta.untama.ac.id/index.php/1192012/article/view/36>.
- Hutagaol, Dhivvo Obetnego Bright Siahaan. 2019. "Pengaruh Pelatihan Dan Komunikasi Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum Tirtanadi Medan." *Jurnal Ilmiah Socio Secretum* 9 (1): 195–202. <http://jurnal.darmaagung.ac.id/index.php/socio/article/view/221>.
- Hutagulung, Juwita Sari Dewi. 2019. "Pengaruh Moral Kerja Dan Koordinasi Terhadap Kinerja," no. 1.
- Iswandir. 2014. "Dasar-Dasar Proses Pengawasan Dalam Organisasi." *Jurnal Sistem Informasi Universitas Suryadarma* 1 (1): 68–76. <https://doi.org/10.35968/jsi.v1i1.34>.
- Jagero, Nelson, Mkitaswidu, Penina Beinomugisha, and Enos Rwashema. 2012. "The Perceptions of Postgraduate Students towards the Teaching Strategies Employed by Cented Lecturers in IIUM." *International Journal of Academic Research in Progressive Education and Development* 1 (1): 300–314. <https://doi.org/https://doi.org/10.6007/IJARPED/v1-i1/10952>.
- Juniarti, Anna Pratiwi. 2020. "Pengaruh Pelatihan, Kompensasi, Dan Disiplin Kerja Terhadap Kinerja Karyawan PT Sari Coffee Indonesia." *Jurnal Ilmu Dan Riset Manajemen* 9 (8): 1–12. <http://jurnalmahasiswa.stiesia.ac.id/index.php/jirm/article/view/3543>.
- Lifia, Fisca, Vinaria Marbun, Shelly You, and Ina Namora Putri Siregar. 2019. "Pengaruh Pengembangan Karir Dan Pengawasan Terhadap Kinerja Karyawan Pada PT. Bodhiyana Jaya Mandiri." *Jurnal Manajemen* 8 (1): 1–8. <https://jurnal.uisu.ac.id/index.php/wahana/article/view/1454>.
- Lobo, Astrid El, and Dewi Urip Wahyuni. 2019. "Pengaruh Gaya Kepemimpinan, Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan Balai Diklat Industrial (BDI) Surabaya." *Jurnal Ilmu Dan Riset Manajemen* 8 (10): 1–18. <http://jurnalmahasiswa.stiesia.ac.id/index.php/jirm/article/view/2572>.
- Manalu, Rafles Hebron, Sondang N. B. Marbun, and Elperida J Sinurat. 2021. "Pengaruh Pengawasan, Pelatihan Dan Disiplin Terhadap Kinerja Karyawan Pabrik Teh PT Perkebunan Nusantara IV Unit Bah Butong." *Jurnal Ilmiah Methonomi* 7 (2): 185–205. <http://www.methonomi.net/index.php/jm/article/view/190>.
- Manurung, Elfina, Eko Topan Prihatin Nura, Nurdin, Tengku Anggi Metia, and Isminingsih. 2021. "Pengaruh Fasilitas Kerja, Kedisiplinan Dan Pengawasan Terhadap Kinerja Pegawai Dinas Perikanan Kota Tanjungbalai." *JMB (Jurnal Manajemen Dan Bisnis)* 3 (1): 38–47. <https://doi.org/https://doi.org/10.30743/jmb.v3i1.3628>.
- Manurung, Karnila. 2021. "Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Perum Bulog Kanwil Sumut." *Journal Economics and Strategy* 2 (1): 21–28. <https://doi.org/https://dx.doi.org/10.36490/jes.v2i1.145>.
- Marpaung, Fenny Krisna, Yuni Namirah, Silvia Usandra, Ganda Putra, and Cindy Monica. 2020. "Pengaruh Komunikasi, Pelatihan Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT Globalink Sea and Air Freight Indonesia." *Jurnal Warta* 14 (1): 175–93. <https://doi.org/https://doi.org/10.46576/wdw.v14i1.554>.
- Mawarsih, Eni. 2021. "Keterkaitan Antara Motivasi Kerja, Pengawasan Dan Kepemimpinan Terhadap Disiplin Kerja Pada PT. Wahana Trans Lestari Medan." *Jurnal Ilmiah Ekonomi Dan Bisnis* 1 (2): 1–15. <http://jurnalmahasiswa.umsu.ac.id/index.php/jimeis/article/view/374>.
- Mufida, Ika Isrotul, Rini Rahayu Kurniati, and Dadang Krisdianto. 2021. "Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Pada Karoseri Meizam Body Repair)." *JIAGABI: Jurnal Ilmu Administrasi Niaga/Bisnis* 10 (2): 158–64. <https://garuda.kemdikbud.go.id/documents/detail/2964061>.
- Muna, Nailul, and Sri Isnawati. 2022. "Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Pengembangan Karir Terhadap Kinerja Karyawan (Studi Pada PT LKM Demak Sejahtera)." *Jesya (Jurnal Ekonomi & Ekonomi Syariah)* 5 (2): 1119–30. <https://doi.org/https://doi.org/10.36778/jesya.v5i2.652>.
- Nazir, Ahmad. 2019. "Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Surya Mustika Nusantara." *Jurnal Mandiri* 3 (1): 150–69. <https://doi.org/https://doi.org/10.33753/mandiri.v3i1.63>.
- Nursam, Nasrullah. 2017. "Manajemen Kinerja." *Journal of Islamic Education Management* 2 (2): 167–75. <https://doi.org/https://doi.org/10.24256/kelola.v2i2.438>.
- Poluakan, Ferlan Agustinus. 2016. "Pengaruh Perubahan Dan Pengembangan Organisasi Terhadap Kinerja Karyawan Pt. Sinar Galesong Prima Manado." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 4 (4): 1057–67. <https://doi.org/https://doi.org/10.35794/emba.4.4.2016.14579>.
- Pongoh, Mutiara, Bernhard Tewel, and Greis M Sendow. 2021. "Pengaruh Pendidikan, Profesionalisme Dan Disiplin Kerja Terhadap Kinerja Karyawan Tenaga Ahli Daya Pada Masa Pandemi Di Pt. Pln (Persero) Unit Layanan Pelanggan Kawangkoan." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 9 (4): 284–93. <https://doi.org/https://doi.org/10.35794/emba.v9i4.36224>.
- Pramesti, Ni Kadek Windy, Nengah Landra, and Ary Wira Andika. 2022. "Pengaruh Pelatihan Kerja, Pengawasan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Wangun Jaya Gianyar." *Jurnal Emas* 3 (1): 203–16. <https://e-journal.unmas.ac.id/index.php/emas/article/view/4045>.
- Pranata, Hendri, and RR. Niken Purbasari. 2021. "Pengaruh Pelatihan, Kompensasi, Motivasi, Dan Disiplin Kerja Terhadap Kinerja Karyawan PT. X Di Jakarta." *E-Jurnal Manajemen TSM* 1 (1): 19–28. <https://jurnaltsm.id/index.php/EJMSTSM/article/view/977/616>.

- Purnama, Chaterine, and Sesilya Kempa. 2016. "Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan CV. Cahaya Citrasurya Indoprima." *Agora* 4 (2): 269. <https://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/4712>.
- Putri, Noviyanti Rianti, and Sri Langgeng Ratnasari. 2019. "PENGARUH TINGKAT PENDIDIKAN, PELATIHAN, DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN PT. ASURANSI TAKAFUL BATAM." *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis* 7 (1): 48–55. <https://doi.org/10.30871/jaemb.v7i1.1083>.
- Rahayu, Runik Puji, and Rizqi Arief Ramadhani. 2017. "Pengaruh Pelatihan Kerja Terhadap Kinerja Karyawan Hotel Camplong Di Kabupaten Sampang." *Makro: Jurnal Manajemen Dan Kewirausahaan* 2 (2): 131–49. <https://doi.org/http://dx.doi.org/10.53712/jmm.v2i2.284>.
- Rakhman, Agustina Amalia, Sri Langgeng Ratnasari, Rona Tanjung, Dini Anggraini, and Rahmad Riyandi. 2022. "Pengaruh Pendidikan, Pelatihan, Pengalaman Kerja, Dan Kompensasi Terhadap Kinerja Karyawan Di PT. Feen Marine Batam." *Jurnal Bening* 9 (1): 83–95. <https://www.journal.unrika.ac.id/index.php/beningjournal/article/view/3904>.
- Richard L. Draft. 2016. "Management." In , 754.
- Ristyowati, Rinda Dwi, Yufenti Oktafiah, and Ascosenda Ika Rizqi. 2020. "Pengaruh Pengawasan Dan Kedisiplinan Kerja Terhadap Kinerja Karyawan UD. CRS Production Di Kabupaten Pasuruan." *Jurnal Ekonomi Manajemen Akuntansi* 5 (1): 38–48. <https://doi.org/http://dx.doi.org/10.47335/ema.v5i1.47>.
- Rosalini, Lisa, Ida Anggriani, and Nurzam Nurzam. 2022. "Pengaruh Engagement, Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan PD Jabarhadi Bengkulu." *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis* 10 (1): 296–304. <https://doi.org/https://doi.org/10.37676/ekombis.v10i1>.
- Rosid, Abdul. 2020. "Pengaruh Pengawasan Terhadap Kinerja Pegawai Di Kementerian Agama Kabupaten Tasikmalaya." *Actual Research Science Academic* 5 (1): 180–88. <http://edukasional.com/index.php/ARSA/article/view/132>.
- Safitri, Erma. 2013. "Pengaruh Pelatihan Dan Disiplin Kerja Kinerja Karyawan Pada Dinas Apron Move Control PT. Angkasa Pura 1 (Persero) Cabang Bandar Udara Internasional Juanda – Surabaya." *Jurnal Ilmu Manajemen* 1 (4): 1044–54. <https://ejournal.unesa.ac.id/index.php/jim/article/view/6262>.
- Samsuni. 2017. "Manajemen Sumber Daya Manusia." *Al Falah* 17 (31): 113–24. <https://doi.org/https://doi.org/10.47732/alfalahjikk.v17i1.19>.
- Sanjaya, Farid Anggara. 2020. "Pengaruh Motivasi, Disiplin Kerja Dan Kompensasi Terhadap Kinerja Karyawan PT. BRI KC Surabaya Jemursari." *Jurnal Ilmu Dan Riset Manajemen* 9 (11): 1–13. <http://jurnalmahasiswa.stiesia.ac.id/index.php/jirm/article/view/3693>.
- Sekaran, Uma, and Roger Bougie. 2013. "Uma Sekaran.Pdf."
- Siahaan, Andri Christian, Sofiyon Matondang, and Marudut Sianturi. 2020. "Pengaruh Pelatihan, Perencanaan Karir, Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Pelayanan Pajak Pratama Medan Timur." *Jurnal Prointegrita* 4 (2): 280–89. <http://jurnal.darmaagung.ac.id/index.php/jurnalprointegrita/article/view/736>.
- Simamora, Henry. 2015. *Manajemen Sumber Daya Manusia*. 5th ed. Bagian Penerbitan Sekolah Tinggi Ilmu Ekonomi YKPN.
- Sitoru, Riri Rotua, Hartanti; NUgrahaningsih, Ari Soeti; Yani, and Gianita Utami Gunawan. 2019. "Pengaruh Komitmen Organisasi Dan Cyberloafing Terhadap Kinerja Karyawan Yang Dimoderasi Oleh Prosedur Kerja (SOP)." *Media Manajemen Jasa* 7 (2): 18–33. <https://doi.org/https://doi.org/10.52447/mmj.v7i2.2501>.
- Situmorang, Angelita ST, Risma N Munthe, and Fariaman Purba. 2022. "Pengaruh Disiplin Kerja Dan Pengawasan Pimpinan Terhadap Kinerja Karyawan Paada Badan Kepegawaian Daerah Kota Pematangsiantar." *Manajemen : Jurnal Ekonomi* 4 (1): 16–23. <https://doi.org/10.36985/manajemen.v4i1.350>.
- Sugiyono. 2019. *Metode Penelitian Kuantitatif Kualitatif Dan R & D*. Alfabeta.
- Suhariyanto, Dony, Dan Tanto, and Askriyandoko Putro. 2018. "Analisis Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan CV. Tiga Putra." *Jurnal Penelitian Manajemen Terapan (PENATARAN)* 3 (1): 81–92. <https://journal.stieken.ac.id/index.php/penataran/article/view/371>.
- Sukmawati, Erni, Sri Langgeng Ratnasari, and Zulkifli. 2020. "PENGARUH GAYA KEPEMIMPINAN, KOMUNIKASI, PELATIHAN, ETOS KERJA, DAN KARAKTERISTIK INDIVIDU TERHADAP KINERJA KARYAWAN." *JURNAL DIMENSI* 9 (3): 461–79. <https://doi.org/10.33373/dms.v9i3.2722>.
- Surbakti, Rut Piorida br, and Sarimonang Sihombing. 2022. "Pengaruh Pelatihan, Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Ulp Berastagi." *Jurnal Manajemen Dan Bisnis* 22 (1): 25–39. <https://doi.org/http://doi.org/10.54367/jmb.v22i1.1727>.
- Syaifulallah. 2019. "Pengaruh Pengawasan Kerja, Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Centric Powerindo." *Jurnal Ekuivalensi: Ekonomi Bisnis* 5 (1): 39–52. <https://www.ejournal.kahuripan.ac.id/index.php/Ekuivalensi/article/view/218>.
- Talakua, Yani, Saiful Anas, and Muhamad Aqil. 2020. "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada RSU Bhakti Rahayu Ambon." *Jurnal Inovasi Penelitian* 1 (7): 1253–70. <https://doi.org/https://doi.org/10.47492/jip.v1i7.267>.
- Wardana, Azli Tri, Rini Astuti, and Sri Murniyanti. 2020. "Pengaruh Pelatihan Dan Pengawasan Terhadap Kinerja Pegawai Pada Lembaga Penyiaran Publik TVRI Sumatera Utara." *Jurnal Akmami (Akuntansi, Manajemen, Ekonomi)* 1 (1): 43–53. <https://ceredindonesia.or.id/index.php/akmami>.
- Wenur, Gabreila, Jantje Sepang, and Lucky Dotulong. 2018. "Pengaruh Konflik Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pada PT. Bank Negara Indonesia (Persero) Tbk Cabang Manado." *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 6 (1): 51–60. <https://doi.org/https://doi.org/10.35794/emba.6.1.2018.18760>.
- Yulandri, and Onsardi. 2020. "Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan." *BUDGETING : Journal of Business, Management and Accounting* 1 (2): 203–13. <https://doi.org/10.31539/budgeting.v1i2.1238>.

Fifiana Labita

Management

Trisakti School of Management, Jl. Kyai Tapa No. 20, Jakarta, Indonesia

Email: fitriga527@gmail.com

Setia Tjahyanti

Management

Trisakti School of Management, Jl. Kyai Tapa No. 20, Jakarta, Indonesia

Email: tia@stietrisakti.ac.id