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PENGARUH DISIPLIN KERJA DAN PENGAWASAN TERHADAP KINERJA KARYAWAN DI PT. TELKOM DIVISI REGIONAL II JABODETABEK

THE EFFECT OF WORK DISCIPLINE AND SUPERVISION ON EMPLOYEE PERFORMANCE AT PT. TELKOM DIVISION OF REGIONAL II JABODETABEK

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ABSTRAK

Penelitian ini bertujuan untuk mengukur kinerja karyawan di PT. Telkom Indonesia Divisi Regional II Jabodetabek, melalui disiplin kerja yang telah dilakukan para karyawan dan pengawasan supervisor terhadap karyawan. Data yang digunakan merupakan data sekunder dan primer yang diperoleh dari data statistic pada tahun 2016-2018 serta dilengkapi dengan pembagian kuisisioner terhadap para karyawan PT. Telkom. Semua data diolah dengan menggunakan SPSS versi 20. Hasil penelitian ini menunjukkan bahwa tanggapan responden terhadap variabel kinerja karyawan, variabel disiplin kerja dan variabel supervisi berada dalam kategori sangat baik. Selanjutnya, hasil penelitian menunjukkan bahwa disiplin kerja tidak secara signifikan mempengaruhi kinerja karyawan secara parsial. Sedangkan pengawasan berpengaruh signifikan terhadap kinerja karyawan secara parsial. Dan hasil penelitian menunjukkan bahwa disiplin kerja dan pengawasan berpengaruh signifikan terhadap kinerja karyawan secara bersamaan.

Kata-kata Kunci: *Regional II PT. Telkom Indonesia, Disiplin Kerja, Supervision, Kinerja Karyawan.*

ABSTRACT

This study aims to measure the performance of employees at PT. Telkom Indonesia Jabodetabek Regional Division II, through the work discipline that has been carried out by employees and supervisory supervision of employees. The data used are secondary and primary data obtained from statistical data in 2016-2018 and completed with the distribution of questionnaires to the employees of PT. Telkom. All data were processed using SPSS version 20. The results of this study indicate that respondents' responses to employee performance variables, work discipline variables and supervision variables are in the excellent category. Furthermore, the results of the study indicate that work discipline does not significantly affect employee performance partially. While supervision has a significant effect on employee performance partially. And the results of the study indicate that work discipline and supervision have a significant effect on employee performance simultaneously.

Keywords: *Regional II PT. Telkom Indonesia, Work Discipline, Supervision, Employee Performance.*

PRELIMINARY

Along with the development of the times, competent human resources are needed to be able to compete in the economic industry. The Indonesian government is currently trying hard to improve human resources in Indonesia so that they can compete internationally and can gradually increase economic growth in Indonesia. According to the Indonesian Minister of Finance Sri Mulyani, quoted from [liputan6.com](#), said that the development of human resources was the first of the five development priorities during the administration of President Jokowi's second period. Because, human resources are the most important assets in developing the Indonesian economy. One way to improve the Indonesian economy is investment from investors. To attract investors, good company quality is needed. Good company quality can be seen from the profit results. Profit results are generated from good employee performance. Therefore, companies must have reliable and competent human resources in managing a company so that they can compete with competitors and attract many investors.

In Indonesia, there are several companies that have qualified and competent human resources with consistent growth in good performance and high income. One of them is the company PT. Telkom Indonesia. This company is one of the largest and best companies in Indonesia based on profit and sales in 2018 according to the website [www.aturduit.com](#) which takes data from various financial sources such as CNBC, [market.bisnis](#), [katadata](#), to other news portals such as [Liputan 6](#) and [Tribunnews](#). Telkom Indonesia is ranked 8th out of the 20 best companies in Indonesia in the sales results of Rp130.78 Trillion while in net profit, Telkom Indonesia ranks 6th out of the 20 best companies with net profit of Rp18,56 Trillion. Performance Evaluation of PT. Telkom is based on Kd.66 / 2006 company policy and there are two assessments namely performance appraisal and competency assessment. Where both are important points that can support overall company performance.

Work discipline is also one of the factors that affect employee performance at the company. According to Sofyan et al (2016), employees who have work

discipline that is working and obeying all company rules will have good performance. Employees must have high work discipline in order to improve company performance more optimally. Because with high discipline will create organizations or agencies that excel. Employees who have high work discipline will carry out their duties properly and in an orderly manner, so that it will directly have a good impact on a company.

According to Busro (2018: 161) supervision is the last function of the management function after the functions of planning, organizing, staffing and directing. these functions are management functions related to the business of running a company / organization so that the entire process of carrying out activities always leads to the stated organizational goals. So that good supervision will have a good effect because employees will be able to complete work on time and in accordance with production targets.

Based on this background, the problem statements in this paper are:

- a. How is the employee performance at PT. Telkom Indonesia Regional II?
- b. How to work discipline at PT. Telkom Indonesia Regional II?
- c. How is supervision at PT. Telkom Indonesia Regional II?
- d. Does work discipline and supervision significantly affect employee performance either partially or simultaneously?

From the problem statements can be concluded the purpose of this paper, is:

- a. To find out and analyze the Employee performance at PT. Telkom Indonesia Regional II.
- b. To find out and analyze Work discipline at PT. Telkom Indonesia Regional II.
- c. To find out and analyze Supervision at PT. Telkom Indonesia Regional II.
- d. To find out and analyze whether work discipline and supervision significantly affect employee performance both partially and simultaneously.

LITERATURE REVIEW

Organizational development and progress cannot be denied if the quality factor of performance management influences as a driving force that is able to accelerate in that direction. Good quality performance cannot be obtained easily but must be done with hard work and high discipline, both in the short term and long term.

Etymologically performance comes from the word to perform which means to perform or carry out, while the word performance means the execution of an action. From some of these meanings can be interpreted that performance means work performance or work behavior. Work performance or achievement is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara in Sopiah (2018: 350), Meanwhile according to Bernardian and Russell in Sedarmayanti (2017:464) performance is the record of outcomes produced on a specific job function or activity during a specific time period. There are five indicators for measuring employee performance individually (Robbins in Sopiah, 2018:351) namely quality, quantity, timeliness, effectiveness, and independence.

The success of an organization or company in achieving its goals does not only depend on technological superiority, available operational funds, facilities or infrastructure owned, but also depends on the aspects of human resources. One

aspect that needs to be highlighted in human resource management is work discipline.

According to Hasibuan (2012:193) Discipline is the sixth operative function of human resource management. Discipline is the most important operational function of HRM because the better employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for company organizations to achieve optimal results. To measure the level of employee work discipline according to Mangkunegara (2015: 326) in his research using 4 indicators, among others: Obedience to the rules of time, Compliance with company SOP, Obedience in regulation, Compliance with work ethics.

Supervision is very important in an organization. With the supervision of an organization can realize effective and efficient performance and achieve the vision and mission of an organization.

According to Natalia (2011) states that supervision is the process of observing the implementation of all organizational activities to ensure that all work that is being carried out goes according to predetermined plans by using predetermined standards, certain methods, and certain corrective actions. The supervisory process consists of certain actions (dimension) that are fundamental to all managerial supervision. (Busro 2018:151): Standard Setting, Measurement, Level of Deviation, and Errors Correction.

RESEARCH METHODOLOGY

Based on the method, this research uses quantitative methods with descriptive and causal research types. According to Sugiyono (2017: 13) Quantitative Research Method is a method used to examine and test hypotheses of a phenomenon in a particular population or sample by using statistical instruments and data analysis. Based on this understanding, the use of quantitative methods in this study was conducted in accordance with the objectives of the study and answer the research hypotheses that have been formulated, namely to determine the effect of discipline and work supervision on the performance of employees of PT. Telkom Indonesia Regional II Jabodetabek. Furthermore, according to Sujarweni (2015: 49) descriptive method is a method that aims to determine the value of each variable, either one variable or more independent nature without making a relationship or comparison with other variables. From this definition the descriptive method is relevant to answer the problem identification no. 1,2 and 3 which have been formulated namely to find out the value of work discipline, supervision and employee performance of PT. Telkom Indonesia Regional II Jabodetabek. Based on the type of investigation, this research is causal. According to Sugiyono (2017: 37) causal is a causal relationship between independent and dependent variables.

Population & Sample

Population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics determined by researcher to be studied and then drawn conclusions according to Sugiyono (2017: 80). The population used in this study were employees of PT. Telkom Indonesia Regional II Jabodetabek as many as 1983 people. In this study, researcher used a non-probability sampling technique. Non-probability sampling is a sampling technique that is not given an opportunity for each element or member to be selected as a sample, Sugiyono (2017:120). Non-probability sampling consists of systematic

sampling, quota sampling and incidental sampling, saturation sampling and snow ball sampling. In this research report, the researcher used incidental sampling, according to Sugiyono (2017:122) incidental sampling, which is a technique of determining samples based on coincidences is anyone who accidentally met with the researcher and can be used as a sample if deemed by chance people are found to be suitable as a source of data

To measure the sample of the population used, researcher used the Slovin formula because the sample size is very large, so this formula is suitable for getting small samples but can represent the entire population. Below the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

- N = Population size
- n = Sample size
- e = 10% or (0,1) precision rate

The number of research samples in accordance with the calculation is as follows:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{1983}{1 + 1983 (0,1)^2}$$

n = 95,1 rounded to 95 people.

Research Result

Validity Test

In this study, the validity test was conducted on 95 respondents and researchers used a significance level of 5% ($\alpha = 0.05$) which would obtain a r_{table} of 0.202. If r_{count} is bigger than r_{table} 0.202, the item will be declared as valid and can be used. The results of the validity test from all the variable in this study can be seen in the table 2:

Table 2. Validity Result

	EP	WD	S
Item 1	0.407		
Item 2	0.394		
Item 3	0.664		
Item 4	0.569		
Item 5	0.743		
Item 6	0.686		
Item 7	0.693		

Item 8	0.545
Item 9	0.620
Item 10	0.645
Item 1	0.417
Item 2	0.599
Item 3	0.581
Item 4	0.754
Item 5	0.550
Item 6	0.681
Item 7	0.450
Item 8	0.562
Item 1	0.233
Item 2	0.455
Item 3	0.624
Item 4	0.515
Item 5	0.643
Item 6	0.562
Item 7	0.674
Item 8	0.546
Item 9	0.699

Source: SPSS 20 for Windows

Reliability Test

Sugiyono (2017: 268) says that reliable regarding the degree of consistency and stability of the data. In this study, using the criteria of Nunnally in Gozhalli (2016: 46) is the criterion that a variable is said to be reliable if it gives a Cronbach's Alphabet value of greater than 0.70 and if a variable is said to be not reliable if it gives a Cronbach's Alphabet value smaller than 0.70. The results of the reliability test on all statement items of each variable of this study are as follows:

Table 3. Reliability Test

Variable	Cronbach's Alpha
EP	0.802
WD	0.704
S	0.715

Source: SPSS 20 for Windows

Based on the theory, it can be shown that each item of the variable can be declared reliable. Because the researcher gets a Cronbach's Alpha value more than 0.70 or 70% according to Nunnally's criteria.

Descriptive Analysis

Descriptive analysis is an analysis used to analyze data by describing data that has been collected as it is without intending to make conclusions that apply to the public or generalization according to Sugiyono (2017: 147). In descriptive analysis can produce tables, graphs, and diagrams. In this study, measurements were made using a questionnaire. In this research questionnaire there are five answer options that must be chosen and considered according to respondents. From these

answers, the criteria for each item based on a percentage are then calculated by the author using a formula to get interpretation criteria. The interpretation criteria result it can be seen in table 4:

Table 4. Percentage of Scoring Interpretation Criteria

Percentage	Percentage Category
20%-36%	Very bad
>36%-52%	Not good
>52%-68%	Pretty good
>68%-84%	Good
>84%-100%	Very good

Source: Author Processed Result (2019)

Based on the calculation results it can be seen the results of the descriptive test of each variable as follows:

Table 5. Descriptive Result

Variable	Percentage	Information
Employee Performance	88.32%	Very Good
Work Discipline	87.18%	Very Good
Supervision	91.95%	Very Good

Source: Author Processed Result (2019)

Multiple Linear Regression

Multiple linear regression analysis is used to determine how strong the influence of the independent variable Work Discipline (X1) and Supervision (X2) on Employee Performance (Y). From table 6. it can be obtained the result is:

Table 6. Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	2.271	.451		5.032	.000		
	Work Discipline	.080	.126	.080	.638	.525	.548	1.826
	Supervision	.411	.126	.406	3.255	.002	.548	1.826

a. Dependent Variable: Employee Performance

Source: SPSS 20 for Windows

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 2.271 + 0.080X_1 + 0.411X_2$$

The above equation can be interpreted as follows:

- A constant value of 2.271 states that if there is no (zero) value for the variables X1 and X2, the value of Y is 2.271
- Regression coefficient X1 is positive at 0.080 meaning that variable X1 has 1 value then work discipline have 0.080
- Regression coefficient X2 is positive 0.411 meaning that variable X2 has 1 value then supervision have 0.411

Hypothesis Test

T Test

T test is used to determine the effect separately (partial) of the relationship between independent and dependent variables. With the help of SPSS 20 software the following results were obtained:

Table 7. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	2.271	.451		5.032	.000		
	Work_Discipline	.080	.126	.080	.638	.525	.548	1.826
	Supervision	.411	.126	.406	3.255	.002	.548	1.826

a. Dependent Variable: Employee_Performance

Source : SPSS 20 for Windows

Based on the table 7., the following results are obtained:

- Value of T_{count} Work Discipline (X1) $0.638 \leq$ value T_{table} 1.986, then H0 rejected and H1 accepted.
- Value T_{count} Supervision (X2) $3.255 \geq$ value T_{table} 1.986, then H0 accepted and H2 rejected.

F Test

To find out whether or not a significant impact of the independent variables together on an independent variable is used the F test. F test results based on SPSS processing can be seen in the following Table 8:

Table 8. F Test Result

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.009	2	2.504	12.593	.000 ^b
	Residual	18.296	92	.199		
	Total	23.305	94			

a. Dependent Variable: Employee_Performance
b. Predictors: (Constant), Supervision, Work_Discipline

Source: SPSS 20 for Windows

Based on Table 4.20 above, it can be seen that significant for the effects of X1 and X2 simultaneously on Y, namely $\alpha_{count} (0,000) < \alpha_{table} (0.05)$ and the value of F_{count} is $(12.593) > F_{table} (3.09)$, so it can be concluded that H0 is rejected and H3 be accepted. This shows that work discipline and Supervision have a significant simultaneous effect on employee performance at PT. Telkom Indonesia Regional II Jabodetabek.

Coefficient Determination

The coefficient of determination or R Square (R^2) is used to measure how far the ability of the model in explaining the variation of the dependent variable can be shown in the following table:

Table 9. Coefficient of Determination Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.215	.198	.446

a. Predictors: (Constant), Supervision, Work_Discipline
b. Dependent Variable: Employee_Performance

Source: SPSS 20 for Windows

Based on the processed data above, the coefficient of determination or R square shows a value of 0.215 or 21.5 %, meaning that this value indicates that the Work Discipline variable consists of Obedience to the rules of time, Compliance with company SOP, Obedience in Regulations, and Compliance with work ethics and Supervision variables consisting of dimensions of Standard setting, Measurement, Level of Deviation, and error Correction affect the employee performance variables consisting of the dimensions of Quality, Quantity, Timelines, Effectiveness, and

Independence of 21.5% and 78.5% influenced by other variables not examined by researchers at PT. Telkom Indonesia Regional II Jabodetabek.

DISCUSSION

- a. The effect of Work Discipline on Employee Performance of PT. Telkom Division of Regional II Jabodetabek.

The results of this study indicate that there is no effect of Work Discipline on Employee Performance. This is evidenced by the results of the t test statistics for physical evidence variables with a t_{count} value of 0.638 with a significant value of 0.525 greater than 0.05 ($0.525 > 0.05$) and a regression coefficient value having a positive value of 0.080. this shows that the Work Discipline variable partially does not have a significant effect between the Work Discipline variable on Employee Performance in other words H_0 is accepted and H_1 is rejected.

This is the same as the previous thesis conducted by Purnama (2018) with the title "Pengaruh Pengawasan dan Disiplin kerja terhadap kinerja pegawai kantor camat panyabungan barat kabupaten mandailing natal". With the results of research that prove that supervision has a significant effect on employee performance and work discipline has not significant effect on employee performance of Panyabungan Sub-district office staff in Mandailing Natal Regency. This is supported by theory according to Rivai in Hartatik (2014: 183) defines that work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. So, if the employee is undisciplined but all work given to employees is always completed on time and does not hamper the work, then work discipline does not effect on Employee Performance of PT. Telkom Division of Regional II Jabodetabek. Work discipline also has no effect because there are other factors that affect employee performance in addition to work discipline.

- b. The Effect of Supervision on Employee Performance of PT. Telkom Division of Regional II Jabodetabek.

The results of this study indicate that there is an influence of Supervision on the Employee Performance of PT. Telkom Division of Regional II Jabodetabek. This is evidenced by the results of the t test statistic for the physical evidence variable with a t_{count} value of 3.255 with a significant value of 0.002 smaller than 0.05 ($0.002 < 0.05$), and the value of the regression coefficient has a positive value of 0.411. this shows that partially has a significant influence between the Supervision variable on Employee Performance in other words H_0 is rejected and H_2 is accepted. Thus, it can be interpreted that the better the supervision carried out, the higher the Employee Performance of PT. Telkom Indonesia Regional II Jabodetabek.

- c. The Effect of Work Discipline and Supervision on Employee Performance of PT. Telkom Indonesia Regional II Jabodetabek.

The results of this study indicate that there is a significant influence between the Work Discipline and Supervision variables on the Employee Performance of PT. Telkom Indonesia Regional II Jabodetabek. This is evidenced by the F_{count} statistic of 12,593 with a significance of 0,000. Therefore, the significant value is

smaller than 0.05 ($0.000 < 0.05$), so this study succeeded in proving the hypothesis by the F test which states that there is a significant influence between Work Discipline and Supervision on Employee Performance at PT. Telkom Indonesia Regional II Jabodetabek.

Correlation of research findings with previous studies based on the results of the above data, the research shows that the Work Discipline and Supervision variables have a significant simultaneous effect on Employee Performance, where in table 4.19 the value of F_{count} (12.593) with a significant level of 0.000. while the value of F_{table} (3.09). The value of $F_{count} > F_{table}$ and its significance level is smaller than 0.05, so it can be concluded that Work Discipline and Supervision have a significant influence on the Performance of Employees of PT. Telkom Indonesia Regional II Jabodetabek simultaneously.

CONCLUSION

Based on research that has been done, the output of research researchers will provide advice to PT. Telkom Indonesia Regional II Jabodetabek, based on descriptive analysis conducted from each of the dimensions of the employee's performance variables, work discipline and supervision, all are in the very good category. and based on hypothesis testing conducted there is the influence of work discipline and supervision simultaneously have a significant effect on the performance of employees of PT. Jabodetabek Telkom Regional Division II. Partially, the variable work discipline does not significantly influence the Performance of Employees of PT. Jabodetabek Telkom Regional Division II. It is recommended to PT. Telkom Regional Division Jabodetabek to be able to improve work discipline by holding regular attendance so as to make employees become disciplined. While the partial supervision variable has a significant effect on the performance of employees of PT. Telkom Regional Division II. It is recommended to companies to maintain and improve supervision in PT. Telkom Regional Division II.

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