

Effect of Technical Leader Supervision and Work Discipline on the Performance of Service Employees in the Auto2000 Branch of Sukun Malang

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ABSTRACT

The company's good performance is reflected in the performance of its employees. If the employee's performance is good then it will directly improve the company's performance. Good employee performance can be influenced by several factors, including Work Supervision and Work Discipline. This research aims to find out and analyze how technical leader supervision, work discipline, and performance of employees of auto2000 Sukun service section of Malang City, to know the influence of technical leader supervision and work discipline on the performance of employees of auto2000 Sukun service section of Malang City. The population in this study was 53 people. All populations are respondents to the study. This type of research is descriptive quantitative with an explanatory approach. Data was collected using google forms. The data were analyzed using multiple linear regressions with SPSS series 26. The results of a descriptive analysis can be known that Technical Supervisory Leader falls into the category of excellent, Work Discipline also belongs to the category of excellent and employee performance falls into the high category. Then the results of the study also showed that Technical Leader Supervision and Work Discipline have a positive and significant effect on the performance of employees of the auto2000 sukun service section of Malang City.

Keywords: Technical Leader, Supervision, Work Discipline, Performance, Employees

1. INTRODUCTION

Human resources are an important aspect of the company because the achievement of a company's goals is determined by the poor performance of human resources in the company. Employees in carrying out their work are required to be able to improve their performance to support the success of achieving organizational goals. The success of an organization or company's performance depends on the performance of the individual or in other words the performance of the individual will contribute to the performance of the organization.

Employee performance is an important factor in the company's operational activities so that the company wants its employees to always work to the maximum, to improve employee performance there are several factors, one of which is supervision accordance with the stated in Marsaoly and Nurlaila that supervision will help and encourage employees to always work well as well as a

control function for the achievement of organizational goals in a whole. So that by supervising the work of employee performance more stable and accordance with what has been set by the company.

Work Supervision is an action or activity performed by the manager to know whether the work done by the employee is the company by following regulations. G.R Terry in [1] said that work supervision can be defined as the process of determination, that must be achieved by a worker is a standard, namely what is being done, including, implementation, assessing the implementation if necessary to improve. So that the implementation by following the plan is in line with the standards. So work supervision is needed by the company to standard the company, the implementation of the company's operational activities, and the work of employees by following what the company wants.

Kadarisman in [2] explained that employees who always get direction or guidance from their

superiors, tend to make fewer mistakes or deviations compared to unguarded employees. The objective of supervision is to avoid irregularities in the implementation of the work, or in other words supervision is a phase to assess whether the desired objectives have been achieved satisfactorily or not so that it can be concluded that good supervision will improve the performance of employees. so that from the above statement can be said that good performance can be achieved if supported by leaders who supervise the work of their employees, therefore, with the supervision of each individual or supervision of the leadership it is very important for the smooth work carried out. The leader in addition to being a driving motor also serves as a supervisor. This is intended so that the implementation of the work can run smoothly so that the goals of the organization can be achieved. Good supervision can also have a good impact on their employees because they will be able to finish their work well so that they can concentrate on their duties. Employees are the main focus of supervision conducted by the leadership must be able to show good performance and have high discipline.

Research conducted by [3] that supervision has a significant influence on performance. Supervision has a role to play in ensuring that organizational goals can be achieved. This deals with ways of making activities as planned. This shows that when the leadership has done well supervision, the performance of employees will improve. The supervision owned by an organization in this case government agencies to its employees will affect the improvement of good performance as well.

One of the efforts in maximizing human resources is improving performance in addition to through supervision also with the enforcement of employee discipline. Where the supervision *the technical leader* focuses on the results and work process while the work discipline focuses on improving the behavior and attitudes of employees in complying with the rules of the employee's company. Work discipline According to [4] is the behavior of a person by following the rules, existing work procedures or disciplines are attitudes, behaviors, and actions by following the rules of the organization both written and unwritten.

Work discipline according to [5] is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness of a person in meeting all company regulations.

According to Lateiner in [4], discipline is a management action to encourage members of the organization to meet the demands of various organizational rules and regulations. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline must be enforced in a corporate organization because, without the support of good employee discipline, it is difficult for the company to achieve the targets that have been set.

[5] stated that the better discipline done by employees in a company, the greater the work performance that can be produced. On the contrary, without good discipline, it is difficult for the company to achieve optimal results. So discipline is one of the keys to a company's success to achieve the targets set by the company. High work discipline will make employees comply with or do all their duties well, not by force. Thus, work discipline is needed for a company to make it easier and easier for the company to achieve its goals because the work discipline embedded in each employee will give their willingness in complying with and implementing the rules that have been set to advance the company.

AUTO2000 is a network of Toyota parts sales, maintenance, repair, and supply services established in 1975 under the name Astra Motor Sales, and only in 1989 changed its name to Auto2000 with management that has been handled completely by PT. Astra International Tbk. as a company with high integrity and prioritize customer satisfaction, employees are required to work quickly and appropriately, especially in the *service* section. For all employees in the *service*, the section is required to complete their duties as soon as possible by following the needs or complaints of consumers. In doing its job employees must work by following the rules made by the company to complete the task properly.

The objectives of this study are: 1) Knowing how *technical leader* supervision, work discipline, and employee performance of auto2000 Sukun *service* section of Malang City, 2) known the influence of *technical leader* supervision and work discipline on the performance of employees of auto2000 Sukun *service* section of Malang City.

2. METHOD

The research design used in this study uses quantitative research and explanation. Descriptive research causative is research that emphasizes testing theories through the engraving of research variables by numbers and requires data analysis with statistical procedures. While explanatory research is research conducted to explain the relationship between variables studied, as well as test the hypotheses that have been formulated. Variables in this study are *technical leader* supervision and work discipline as free variables, employee performance as bound variables. The relationship between variables is described as follows:

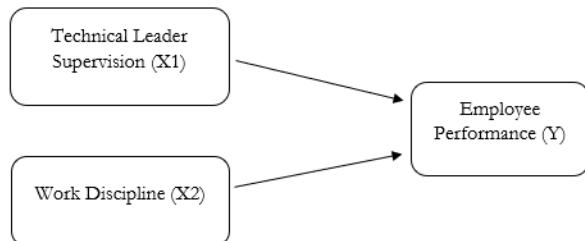


Figure 1 Research Method

The population in this study was employees in the auto2000 service section of Sukun Malang as many as 53 people. The data collection techniques in this study used questionnaires. The questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. The analysis conducted in this study is validity test, reliability test, descriptive analysis, classic assumption test, and multiple linear regression analysis.

3. RESULT AND DISCUSSION

3.1 RESULT

Respondents by Gender, Age, Education, and Working Period

The majority of employees of auto2000 Sukun service section of Malang city is male, with a percentage of 92.45% while female employees are 8.51%. Respondents whose age is below and equal to 20-25 years old is 11.34%, respondents aged 26-30 years of age of 35.82, respondents aged 31-35 years of age by 22.64%, respondents aged 36-40 years of age by 15.09%, and respondents who are more equal to 40-50 years of 15.09%. Respondents with high school education numbered 35 people (77.35%), Diploma amounted (7.54%), and Bachelor's degree numbered 8 people (15.1%). Respondents with a working period of ≥ 2 years amounted to 3 people (5.7%), and respondents with a working period of ≥ 2 years amounted to 50 people (94.3%).

Descriptive Statistics Results of Technical Leader Supervision

Employee assessment of auto2000 Sukun Malang service department employees to the supervision of *technical leaders* have averaged 4.44 which means the *technical leader* is very good monitoring of auto2000 service part employees.

Descriptive Statistics Results of Work Discipline

Employees of auto2000 sukun service department employees poorly to the work discipline have averaged 4.42 which means the variable work discipline has a very good assessment.

Descriptive Performance Statistics Results

Employee assessment of auto2000 sukun *service* part unfortunately to the performance of employees have an average of 4.23 which means variable employee performance has an excellent rating

Multiple Linear Regression Analysis Test Results

Table 1. Multiple Linear Regression Analysis Results

| Model | B | Std Error | Beta | t | Sig. |
|------------------------------|-------|-----------|------|-------|-------|
| (Constant) | 1.389 | 2.768 | | .502 | .0618 |
| Technical Leader Supervision | .189 | .089 | .333 | 2.219 | 0.031 |
| Work Discipline | .172 | 0.074 | .350 | 2.335 | 0.024 |

Based on the results of data analysis in table 2, the linear regression equation is projected as follows:

$$Y = 1,391 + 0,198X_1 + 0,172X_2 + e$$

The above equations have the meaning:

- The constant is 1,391. If the variable of *technical leader* supervision and discipline of cooperation with zero then the magnitude of performance is 1,391
- The coefficient of *technical leader* supervision of 0.198 states that every increase of 1 score for *technical leader* supervision will be followed also by an increase in employee performance of 0.198 if the value of other variables remains.
- The coefficient of work discipline value indicates a figure of 0.172 stating that if there is an increase of 1 score for work discipline, it will also be followed by an increase in employee performance of 0.172 if the value of other variables remains.

e is the possibility of errors in the use of models in multiple linear regression equations due to factors other than variables (X) that affect dependent variables and are not contained in the research model.

The result of hypothesis test can be explained as follows:

First Hypothesis Testing (H1)

- Known sig value of $0.031 < 0.05$ then H0 rejected and t count value of $2,219 > 2,008$ from t table, then, in this case, H1 which reads there is a positive influence of *technical leader* supervision on employee performance is accepted.

Second Hypothesis Testing (H2)

- Known sig value of $0.024 < 0.05$ then H0 rejected and the count value of $2,335 > 2,008$ from t table, then, in this case, H2 which reads there is a positive influence of work discipline on employee performance is accepted.

3.2 Discussion

Technical Leader Supervision

According Marsaoly and Nurlaila Supervision is a systematic effort to determine implementation standards and planning objectives, design a feedback information system comparing real activities with predetermined standards, determining and measuring deviations, and taking the necessary measures for correction to ensure that all company resources are used most effective and efficient way in achieving the corporate objectives.

Supervision conducted by the technical leader in AUTO2000 Sukun Malang is a form of supervision from within the company where supervision is carried out by the apparatus/person formed by the company. Simbolon (2004) states surveillance from within, meaning supervision carried out by the apparatus/surveillance unit formed in the organisms itself. This surveillance unit acts on behalf of the leadership of the organization. This apparatus/surveillance unit is tasked with collecting all data and information required by the organization. Data progress and setbacks in the implementation of the work. The results of this supervision can also be used in the value of leadership policy. Therefore, sometimes the leadership needs to review the policies/decisions that have been issued. On the contrary, the leadership can also take corrective actions on the implementation of work carried out by its *subordinates internal control*

Based on the results of frequency distribution related to *technical leader* supervision can be concluded that the supervision conducted by *technical leaders* in AUTO2000 Sukun Malang belongs to the category of very good, supervision conducted by *technical leader* AUTO2000 Sukun Malang has been fairly optimal although there are still a few shortcomings, a namely *technical leader* can't assess the success of employee work always because of the number of *service* employees so that *technology leaders* can't assess everything and assisted by a *foreman* to assess the success of employee work. So that *service* employees can achieve and realize the targets set by the company, by following the statement stated by [7] states the main purpose of supervision is to try to make what is planned become reality. to be able to completely realize the main objective, then supervision at the first level that aims to carry out the work by following the instructions that have been issued, and to know the weaknesses and difficulties faced in the implementation of the plan based on the findings can be taken action to improve it, both at that time and in the future. Dale in stated that supervision not only sees things carefully and reports the results of supervised activities but also means to improve and straighten them to achieve the goals that are by following what he wants.

Work Discipline

According to [1] suggests that discipline is the

awareness and willingness of a person to obey all applicable corporate regulations and social norms. Consciousness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. So, he will obey or do all his job well, not by force. So with the above statement of work discipline is needed for a company about to with concernings facilitate and launch the company in achieving its goals because the work discipline embedded in each employee will give their willingness in complying with and implementing the rules that have been set to advance the company.

Corrective discipline is an activity taken to deal with violations that occur against the rules and try to avoid further violations. This corrective activity is a form of punishment or disciplinary *action*, which can be in the form of warning, or in the form of scoring. All of these disciplinary objectives must be positive, educational, and correct mistakes not to reoccur.

Based on the explanation above, it can be said that currently, the work discipline of employees of auto2000 Sukun Malang service, in general, is good. Therefore, this good work discipline must be maintained and improved again and make employees cultivate a sense of discipline in themselves by applying preventive discipline. Preventive discipline is an activity carried out intending to encourage employees to be aware of complying with various standards and rules, to prevent various misconduct or violations. The main thing, in this case, is the growth of "self-discipline" in each employee. So that later employees have a high awareness and willingness in the work discipline then the performance of employees will improve and of course this will make the target set by the company can be achieved well

Employee Performance

Respondents' assessment of employee performance variables at AUTO2000 Sukun Malang was measured using indicators provided by AUTO2000 Sukun Malang, namely Productivity and Loyalty [7]. Then all the indicators are described in more detail into statements that are poured into questionnaires. Data from the results of the distribution of questionnaires to employees of the auto2000 service section of Sukun Malang which amounted to 53 people were then collected and processed into a frequency distribution.

Based on research that has been done items that have the lowest average of 3.69 with the statement "I am willing to work overtime for the sake of the company.". This means that employees of auto2000 Sukun Malang service department do not always like when asked to work overtime, sometimes they want to work overtime sometimes do not want to, even though employees of auto2000 Sukun Malang service department always try to achieve the target set by the company. Based on the explanation above, it can be said that currently, the performance of employees of auto2000 Sukun Malang service, in general, has been very good. Service

employees always carry out the tasks given by the company well and always meet the targets given by the company. Therefore, employee performance must be maintained and improved again, because improving the performance of employees will later have an impact on the quality of their work, and of course this encourages the company to achieve its goals.

The explanation above is also in line with the opinion expressed by [6] that performance is the result of a person as a whole doing tasks, such as standard work results, targets, or target criteria that have been predetermined and have been mutually agreed upon. It can be concluded that employees of auto2000 Sukun Malang service department have shown good performance according to the target that has been determined. The good performance of employees must be maintained and improved to the maximum for the company's vision and mission to be achieved

Effect of Technical Leader Supervision on Employee Performance

Kadarisman (2001:159), supervision is a systematic effort to establish standard performance on a plan to design an information feedback system to establish whether an irregularity has occurred and measure the significance of such deviations, and to take the necessary corrective action to ensure that all resources that have been used are as effective and efficient as possible to achieve organizational goals. Supervision of work is carried out by the company so that the performance of employees becomes more stable and improved so that the company's operational activities can run well and smoothly. Therefore, work supervision is needed by the company to make employee performance more stable and always improved.

Mc Gregor (1960) states *organization theory* about human X and Y where for human criteria that have type X theory is an employee with a trait that will not work without orders, otherwise, employees who have type Y theory will work by themselves without orders or supervision from his superiors. This type Y is the type that is already aware of the duties and responsibilities of the job. AUTO 2000 employees are included in human type Y where they realize their duties and responsibilities as employees, but to maximize performance and achieve the desired organizational goals AUTO2000 Sukun Malang makes cooperative relationships with its employees to make employees can develop and have goals that are in line with the company's goals. Technical leader supervision in AUTO2000, especially the *service* part is one of the ways for companies to connect with employees, with good supervision technical leader will greatly affect the performance of service employees because of the position of *technical leader* as one of the leaders in AUTO2000 Sukun Malang who is tasked to be a supervisor in the *service* section that is not only considered as a supervisor but also as a motivator and a petrified figure of *service* employees when it is difficult

to make technical leader respected, respected and obeyed by service employees.

The results of this study are by following several previous studies, namely, Rompas research, et al (2018) [3] the results showed that Supervision has a significant effect on Employee Performance. Supervision has a role to play in ensuring that organizational goals can be achieved. This is pleased with how the activities are planned. This shows that when the leadership has done well supervision, the performance of employees will improve. The supervision owned by an organization in this case government agencies to its employees will affect the improvement of good performance as well. In Sondole's research, et al (2015) showed that to improve employee performance, it is also necessary to make improvements in terms of supervision so that supervision is felt to be effective. With good and effective supervision will be able to create a comfortable and pleasant work atmosphere for employees to generate a spirit of work for employees and can improve employee performance that can eventually reach the optimal point. Nasution's research (2016) stated that work supervision had a partially significant influence on performance at the Ministry of Transportation in North Sumatra [2]. This means that the level of supervision can positively or negatively affect the performance of employees in the company.

This study is in contrast to the research stated that the results of causality testing resulted in findings that supervision had no significant effect on performance. Based on the results of the analysis conducted, it can be explained that the surveillance variable has no significant effect, thus the hypothesis that states that the alleged supervision has a significant effect on the performance of the results is rejected or has no significant effect.

Effect of Work Discipline on Employee Performance

[1] suggests that discipline is one's awareness and willingness to obey all applicable corporate regulations and social norms. Consciousness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. So, he will obey or do all his job well, not by force.

According to [4], discipline is a management action to encourage members of the organization to meet the demands of these conditions. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline must be enforced in a corporate organization because, without the support of good employee discipline, it is difficult for the company to realize it So discipline is one of the keys to the success of a company to achieve the targets set by the company.

Based on the results of the analysis, it can be known that work discipline has a significant positive effect on

the performance of *service* employees in AUTO2000 Sukun Malang. The results of this study are by following several previous studies, namely, previous research results showed that employee discipline has a positive influence on employee performance. Employee discipline has the potential to affect employee performance, the higher the employee discipline, the more employee performance will improve as well. free variables of work discipline affect the variables tied to employee performance. This means that work discipline affects the performance of employees at PT. Pertamina (Persero) Marketing Unit VII Bitung Fuel Terminal. Previous research stated that work discipline had a significant influence on the performance of employees in the Department of Transportation of North Sumatra [2]. This means that the level of work discipline can positively or negatively affect the performance of employees in the company. This is in line with the theory put forward by [4] that good employee discipline will accelerate the company's goals while declining work discipline will be a barrier and slow down the achievement of the company's goals.

4. CONCLUSION

Supervision of work carried out by *technical leaders* and work disciplines applied by employees of auto2000 service section sukun Malang has been classified in the category of good and performance produced by employees is also in the good category. There is a positive and significant influence between the variables of technical *leader* supervision on the performance of employees of the auto2000 sukun service section of Malang City. There is a positive and significant influence between the variables of Work Discipline on the performance of employees of the *AUTO2000* Sukun service section of Malang City. The success of the work done by employees still needs to be improved again, so that the results of the work done by employees of the auto2000 sukun Malang service department remain stable and consistent so that consumers are satisfied with the service that has been provided

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