

The Effect of Work Supervision and Work Discipline on Employee Performance

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ABSTRACT: The objective of this study is to examine the effect of work supervision and work discipline on employee performance at PT. Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch. This study uses a quantitative research approach. The population in this study consists of all employees of PT. Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch, totaling 40 people. The sampling method used is the saturated sample technique, where all members of the population are used as the sample, resulting in 40 respondents. Based on the research results, work supervision and work discipline simultaneously influence the performance of employees at PT. Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch. Partially, work supervision influences the performance of employees at PT. Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch. Partially, work discipline also influences the performance of employees at PT. Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch. The researcher suggests that PT. Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch make improvements based on the research findings to innovate and create more effective employee performance, helping to meet the company's desired targets..

KEY WORD: Work Supervision, Work Discipline, Employee Performance

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I. INTRODUCTION AND LITERATURE REVIEW

1.1 background of the research problem

Improving employee performance can be achieved by paying attention to supervision from superiors to employees. Supervision is an action or activity carried out by leaders to ensure that the work process and results are in accordance with the plan. Performance is also greatly influenced by the level of supervision during working hours. Poor supervision may allow employees to act as they wish and even commit violations that contradict company regulations. Good supervision ensures smooth work processes and good work outcomes. Additionally, supervision helps monitor various factors that could harm the organization, such as errors, shortcomings in task execution, and weaknesses in work methods. However, the supervision conducted by the leadership is not meant to find fault but to ensure tasks are carried out as best as possible. Continuous supervision is also needed to generate positive impacts for better development and change. One of the efforts to maximize human resources (HR) is through the enforcement of employee discipline.

Performance can be achieved by individuals or groups in an organization in line with their authority and responsibilities, allowing work discipline to grow in each employee. Performance can be measured by the discipline level of each employee, where high work discipline will automatically lead to good performance. Discipline is a management activity to enforce operational standards. Every employee must internally understand the importance of discipline in their work since individuals typically know what is expected of them. Employee discipline is a form of training aimed at improving and shaping employee knowledge, attitudes, and behaviors so that they voluntarily work cooperatively with other employees and improve their performance. Discipline implementation is crucial in work execution; it is not merely about following orders but a mindset and action emerging from within employees to take responsibility and follow established rules and obligations. Thus, responsibility is tied to discipline, influencing the tasks performed.

PT Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, is strongly committed to becoming a leading business player in the execution of healthy, fair, and transparent business practices. To ensure this, all levels of leadership, employees, suppliers, and business partners of PT Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, always prioritize business activities based on high ethics and integrity. PT Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, is determined to be a pioneer and leader in its industry by implementing ethical business governance wherever the company operates.

Supervision is one of the factors determining employee performance. Effective supervision positively impacts employees, as they are likely to complete tasks on time, in line with the set work targets. According to researchers, supervision is essential at PT Cipta Krida Bahari's Banjarmasin branch because there are still employees who make mistakes and violations, hindering the company's vision and mission. Work results are a measure of supervisors' assessment of employees, so daily supervision is necessary to evaluate their performance. Effective supervision creates a positive influence on employees, encouraging their desire and awareness to complete tasks within the designated timeframe.

Observations show that the company also applies employee discipline to improve performance. The discipline at PT Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, is generally good, such as exemplary leadership, timely payment of salaries, overtime pay for extra work, and appropriate penalties for violators. Employee discipline aims to train and improve employees' attitudes and behaviors so they voluntarily fulfill their work duties. Discipline is applied not only by individuals but also collectively by all employees to help the company achieve success. Therefore, employee discipline is a continuous process where all individuals are closely connected to the company's interests.

The author highlights supervision as a key factor affecting employee performance at PT Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, as a lack of supervision could lead to failure. If supervisors do not actively monitor employees, the company's operations may be neglected, and its vision, mission, and goals will not be achieved. Supervision is a performance measure for achieving set goals. The supervision carried out by supervisors at PT Cipta Krida Bahari's Banjarmasin branch is still ineffective, including the lack of time standards to measure employee performance. Consequently, employees lack time targets to complete tasks quickly, and they do not take responsibility for their assigned duties. Sanctions from supervisors are not strict enough, and sometimes no penalties are given for errors and deviations, leading to frequent rule violations and a lack of accountability. Supervisors do not conduct daily monitoring, resulting in employees breaking company rules as they feel no one is checking whether tasks are completed on time.

Work discipline is also a factor that determines employee performance. The goal of work discipline is to train, improve, and shape employees' attitudes and behaviors, allowing them to willingly carry out their work duties. Discipline is applied not only by individuals but also collectively by all employees within the organization. At PT Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, employees still often come late due to personal matters, and supervisors are unaware of their absences. Supervisors are not actively monitoring whether all employees are present during work hours, and tasks are not completed on time, causing work backlogs and hindering the company's achievement of its vision and mission.

1.2 Research objectives

The objectives of this research are as follows: 1) To analyze the effect of work supervision on employee performance at PT Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch; 2) To analyze the effect of work discipline on employee performance at PT Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch; and 3) To analyze the simultaneous effect of work supervision and work discipline on employee performance at PT Cipta Krida Bahari (CKB) Logistics Banjarmasin Branch.

II. RESEARCH METHODS

2.1 Research Design

This study uses a quantitative research approach. Quantitative research is essentially a study that employs a deductive-inductive approach. This approach starts from a theoretical framework, expert opinions, or the researcher's understanding based on experience, which is then developed into problems to obtain validation (verification) or rejection in the form of empirical field data. The quantitative approach aims to test theories, build facts, show relationships between variables, provide statistical descriptions, and estimate and predict results. Research designs that use a quantitative approach must be structured, standardized, formal, and thoroughly planned beforehand. The design is specific and detailed, as it serves as the actual blueprint of the research to be conducted (Nanang Martono, 2014: 99).

This research aims to examine the influence of the work supervision variable (X1) and the work discipline variable (X2) on employee performance (Y). To analyze the influence of each variable, a simple linear regression analysis technique is used. This type of research was chosen because the researcher aims to determine the extent of the influence of work supervision and work discipline on employee performance. This study consists of three variables: the independent variable X1 (work supervision), X2 (work discipline), and the dependent variable Y (employee performance).

2.2 Population and Research Sample

The population is the entire phenomenon/unit being studied. The population represents the overall condition and number of research objects with specific characteristics (Muhammad Teguh, 2005: 125). The population in this study consists of all 40 employees of PT. Cipta Krida Bahari Logistics, Banjarmasin branch.

Meanwhile, the research sample is part of the population that serves as the research subject or as a representative of the population members. The sampling process involves several steps. The first step is determining the size of the population. Next, a preliminary study is conducted to observe and evaluate the quality and characteristics of the population members. Finally, the sample size is determined to represent the population in the research (Supardi, 2005:103-105).

The sample for this study was selected using the saturated sample method, where all members of the population are used as the sample (Sugiyono, 2014: 68). Thus, all 40 employees of PT. Cipta Krida Bahari Logistics, Banjarmasin branch, are included as the research sample.

2.3 Type and Source of Data

The data in this study are quantitative, consisting of primary and secondary data. Primary data are directly obtained from the data source through observation, interviews, and questionnaire distribution. The data in this study include work supervision (X1), work discipline (X2), and employee performance (Y) at PT. Cipta Krida Bahari Logistics, Banjarmasin branch. The data sources are obtained directly from the company being studied, PT. Cipta Krida Bahari Logistics, Banjarmasin branch.

2.4 Data Collection Techniques

The data collection techniques in this study are as follows:

- a. Observation, a data collection method conducted by directly observing the research object to record and observe matters related to the object of research (Nanang Martono, 2014: 86-87).
- b. Questionnaire, a data collection method by providing a list of questions to be answered by employees of PT. Cipta Krida Bahari Logistics, Banjarmasin branch (Bambang Prasetyo, 2014: 168). The questionnaire is directly related to the respondents and includes closed-ended questions to allow respondents the freedom to provide their answers. Each item in the questionnaire is accompanied by five alternative answers, with weighted scores, enabling each variable to be measured on an interval scale. The questionnaire is given to respondents who are part of the sample, aiming to gather data for both the independent variables (X) and the dependent variable (Y).

2.5 Validity and Reliability Testing

Validity refers to how accurately the measurement tool measures what it is supposed to measure. This is done by correlating the scores obtained from each question item with the total score of the individual. The validity test is conducted using the SPSS for Windows Version 25.0 program. In this study, validity testing was conducted with 40 respondents. The decision-making is based on the value of r_{count} (Corrected Item-Total Correlation) $>$ $r_{table} = 0.05$, where the value of α is 0.312 for $df = 40 - 2 = 38$, meaning that the item/question is valid, and vice versa.

Reliability testing is performed on the question items that are deemed valid. A variable is considered reliable if the responses to the questions are consistent. The reliability coefficient of the instrument is used to assess the consistency of the answers provided by the respondents. The analysis tool used is the split-half method, correlating odd and even total scores, and reliability is calculated using Cronbach's Alpha. The calculation is performed using the SPSS program.

2.6 Data Analysis Techniques and Hypothesis Testing

The data analysis techniques used in this study are as follows:

- a. Classical Assumption Test
The classical assumption test needs to be conducted minimally when using multiple linear regression. It includes tests for linearity, multicollinearity (absence of correlation between independent variables), autocorrelation (absence of autocorrelation between observation data), heteroscedasticity, and data normality tests.
- b. Multiple Linear Regression Analysis
Multiple linear regression analysis is an equation that describes the influence of two or more independent variables on the dependent variable. The equation for multiple linear regression is as follows:
$$Y = a + b_1X_1 + b_2X_2$$

Explanation:
Y: Employee performance
a: Intercept/constant
b1: Regression coefficient for X1

b2: Regression coefficient for X2

X1: Work supervision

X2: Work discipline

c. Hypothesis Testing

A hypothesis is a basic assumption used to develop a theory that needs to be tested for its validity. It describes the relationship between two variables related to a particular case and serves as a provisional assumption to be tested in a study. The following tests are used to test the hypothesis:

- 1) F-test is used to test the significance of the regression coefficients of all predictors (independent variables) in the model simultaneously. This test examines the significance of work supervision and work discipline on employee performance.
- 2) T-test is used to determine the extent to which an individual independent variable, work supervision (X1) or work discipline (X2), influences the dependent variable, employee performance (Y). is

III. RESULTS AND DISCUSSION

3.1 Validity Test Results

Based on the results of the validity test calculation for the work supervision variable (X1), work discipline (X2), and employee performance (Y), the following results were obtained:

Table 1 Validity Test Results

Item	r-Calculated	r-table	Validity
X _{1.1}	0.789	0.312	Valid
X _{1.2}	0.798	0.312	Valid
X _{1.3}	0.597	0.312	Valid
X _{1.4}	0.607	0.312	Valid
X _{1.5}	0.672	0.312	Valid
X _{1.6}	0.592	0.312	Valid
X _{1.7}	0.642	0.312	Valid
X _{1.8}	0.702	0.312	Valid
X _{1.9}	0.839	0.312	Valid
X _{1.10}	0.672	0.312	Valid
X _{2.1}	0.471	0.312	Valid
X _{2.2}	0.449	0.312	Valid
X _{2.3}	0.513	0.312	Valid
X _{2.4}	0.744	0.312	Valid
X _{2.5}	0.783	0.312	Valid
X _{2.6}	0.727	0.312	Valid
X _{2.7}	0.602	0.312	Valid
X _{2.8}	0.744	0.312	Valid
X _{2.9}	0.783	0.312	Valid
X _{2.10}	0.783	0.312	Valid
Y.1	0.829	0.312	Valid
Y.2	0.784	0.312	Valid
Y.3	0.844	0.312	Valid
Y.4	0.401	0.312	Valid
Y.5	0.748	0.312	Valid
Y.6	0.656	0.312	Valid
Y.7	0.804	0.312	Valid
Y.8	0.846	0.312	Valid
Y.9	0.780	0.312	Valid
Y.10	0.791	0.312	Valid

Based on Table 1, it can be seen that all questions for the variables are valid because the r-calculated (Corrected Item – Correlation) values are greater than the r-table value of 0.312.

3.2 Reliability Test Results

The reliability test was conducted on the question items that were declared valid. A variable is considered reliable if the responses to the questions are consistently the same. The reliability test used in this study is the Cronbach Alpha analysis technique. A questionnaire is considered reliable if it has an Alpha value of ≤ 0.600 , indicating poor reliability, and an Alpha value of ≥ 0.600 , indicating good reliability. The results of the reliability test for each variable are presented in the following table:

Table 2 Reliability Test Results

Variable	R _{ALPHA}	Criteria
Work Supervision (X1)	0.873	Reliabel
Work Discipline (X2)	0.763	Reliabel
Employee Performance (Y)	0.775	Reliabel

Source: Processed data, SPSS output, 2024

Based on the table above, the reliability test was conducted on question items that were declared valid. A variable is considered reliable if the responses to the questions are consistently the same. Based on the reliability test results, the work supervision variable (X1) has a reliability coefficient (rll) of 0.873, the work discipline variable (X2) has a reliability coefficient (rll) of 0.763, and the employee performance variable (Y) has a reliability coefficient (rll) of 0.775. All variables have a "Cronbach Alpha" value greater than 0.600, indicating that these variables are reliable and meet the requirements.

3.3 Classical Assumption Test

1. Normality Test

The normality test is necessary in research, especially in quantitative research. The purpose of the normality test is to determine whether the distribution of data follows or approximates a normal distribution. In this study, the normality test used is the Kolmogorov-Smirnov normality test, utilizing the statistical tool SPSS 25. Data is considered to have a normal distribution if the value is greater than 0.05. The results of the normality test can be seen in the following table:

Table 3 Normality Test Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.54705658
Most Extreme Differences	Absolute	.085
	Positive	.058
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS output data, 2024

Based on the results of the normality test above, the output shows a significance value of 0.200 > 0.05. Therefore, it can be concluded that all data in this study are normally distributed.

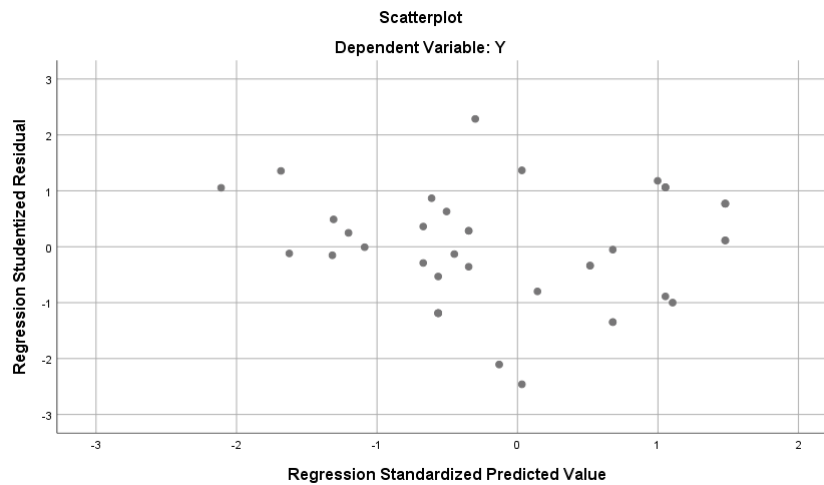
2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between independent variables in the regression model. A good regression model should not have correlations between independent variables. Detection of multicollinearity can be done by observing the VIF (Variance Inflation Factor) value from the regression analysis results. If the VIF value is ≥ 10 , it indicates a high multicollinearity issue. The results of the multicollinearity test can be seen in the following table:

3. Heteroscedasticity Test

For the heteroscedasticity test, the criteria are as follows: if the points on the Scatterplot graph are scattered randomly (do not form a pattern) and are evenly distributed above and below the number 0 on the Y-axis, it can be concluded that there is no sign of heteroscedasticity. Below is an image showing the results of the heteroscedasticity test using the graphical method:

Figure 1 Heteroscedasticity Test Results



Source: SPSS Output Image, 2024

Based on Figure 1, it can be seen that the points on the Scatterplot graph are scattered randomly (do not form a pattern) and are evenly distributed above and below the number 0 on the Y-axis, so it can be concluded that there is no sign of heteroscedasticity

4. Autocorrelation Test

The autocorrelation test aims to determine whether there is a correlation between residuals for all observations arranged in a time series. The impact of autocorrelation is that the sample variance cannot represent the population variance. Autocorrelation symptoms can be detected using the Durbin-Watson (DW) test. The Durbin-Watson (DW) calculation result is then compared with the table value at $\alpha = 0.05$. The upper bound value (dU) and the lower bound value (dL) are used for various n and k values, where n = sample size and k = the number of independent variables, which in this case n = 40 and k = 2, with an upper bound value (dU) of 1.600 and a lower bound value (dL) of 1.390. The autocorrelation test results can be seen in the following table:

Table 4 Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.912 ^a	.831	.822	1.58832	2.239

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Processed SPSS Output Data, 2024

Based on the autocorrelation test results in Table 4.14, it is known that the output obtained a D-W value of 2.239. It can be concluded that autocorrelation is not indicated, as the resulting D-W value is greater than the upper bound value (dU).

5. Linearity Test

The linearity test aims to determine whether the independent and dependent variables have a linear relationship. A linear relationship between variables means that any change in one variable will be followed by a proportional change in another variable. The linearity test must be conducted as a prerequisite in linear regression analysis. The criteria for the linearity test are as follows: if the significance value $\alpha < 0.05$, the relationship is linear; if the significance value $\alpha \geq 0.05$, the relationship is not linear. The linearity test results can be seen in the following table:

Table 5 Linearity Test Results

Variable	Significance	Description
Work Supervision (X1)	0.000	Linear Relationship
Work Discipline (X2)	0.000	Linear Relationship

Source: Processed SPSS Output Data, 2024

Based on Table 4.15, it is known that the significance value for the work supervision variable (X1) is 0.000, and for work discipline (X2), it is 0.000. Therefore, it can be concluded that both variables have a significance value $\alpha < 0.05$, indicating a linear relationship.

3.4 Hypothesis Testing Results

1. F-Test

The F-test is conducted to examine the significance of the regression coefficients of all predictors (independent variables) in the model simultaneously. It tests the significance of the influence of work supervision and work discipline on the performance of employees at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch. The null hypothesis (H0) and alternative hypothesis (Ha) regarding the influence of work supervision and work discipline variables on employee performance are as follows:

H0: There is no influence of work supervision and work discipline on the performance of employees at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch.

Ha: There is an influence of work supervision and work discipline on the performance of employees at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch.

To determine the F value, the numerator degrees of freedom and the denominator degrees of freedom are needed. The numerator df is calculated as the number of variables used: $3 - 1 = 2$, and the denominator df is the number of respondents: $40 - 3$ (the number of variables used) = 37, so the F-table value is 3.25.

Table 6 F-Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	460.158	2	230.079	91.201	.000 ^b
	Residual	93.342	37	2.523		
	Total	553.500	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS Output 25.0, 2024

From the statistical calculations using SPSS shown in Table 4.17, the calculated F-value is 91.201, which is greater than the F-table value of 3.25, with a significance level of 0.000. The resulting significance value is less than 0.05. This means that the employee performance variable (Y) is significantly influenced simultaneously by work supervision (X1) and work discipline (X2). Therefore, it can be concluded that the work supervision (X1) and work discipline (X2) variables simultaneously have a significant influence on employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch.

2. T-test

The t-test, also known as a partial test, is used to examine how each independent variable individually influences the dependent variable by comparing the calculated t-value with the t-table value. To determine the t-table value, the degree of freedom (df) is calculated as $(n-k) = 40 - 2 = 38$. Since the t-test conducted is one-tailed, the t-table value used is 1.685. Based on the statistical calculations using the SPSS 25 program, as shown in the following table:

Table 7 t-Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.772	3.080		.900	.374
	X1	.556	.064	.650	8.677	.000
	X2	.366	.066	.416	5.547	.000

a. Dependent Variable: Y

Source: SPSS Output Data 25.0, 2024

- a. Effect of Work Supervision Variable (X1) on Employee Performance (Y)
Based on the statistical calculations using SPSS shown in Table 4.18, the calculated t-value for the work supervision variable (X1) is 8.677, which is greater than the t-table value of 1.685, with a significance level of 0.000. The resulting significance value is less than 0.05. This indicates that the employee performance variable (Y) is partially influenced by work supervision (X1). Therefore, it can be concluded that the work supervision variable (X1) partially has a significant influence on the employee performance (Y) of PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch.
- b. Effect of Work Discipline Variable (X2) on Employee Performance (Y)
Based on the statistical calculations using SPSS shown in Table 4.18, the calculated t-value for the work discipline variable (X2) is 5.547, which is greater than the t-table value of 1.685, with a significance level of 0.000. The resulting significance value is less than 0.05. This indicates that the employee performance variable (Y) is partially influenced by work discipline (X2). Therefore, it can be concluded that the work discipline variable (X2) partially has a significant influence on the employee performance (Y) of PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch.

3.5 Implications of Research Results

Based on the results obtained by the researcher through statistical tests, it was shown that the variables of work supervision and work discipline have the following effects on employee performance at PT. Cipta Krida Bahari (CKB) Logistics:

1. The Simultaneous Effect of Work Supervision and Work Discipline on Employee Performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin Branch

Statistically, this test proves that the variables of work supervision and work discipline simultaneously affect employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, thus the first hypothesis is accepted. Observing the results of this study, where employee performance is determined by the presence of discipline and work supervision, management must monitor employee performance, as it affects absenteeism, work motivation, production output, low employee performance, and other employee-related issues. People with high performance are generally considered productive, while those who do not meet performance standards are seen as unproductive or underperforming. Therefore, employee performance is a crucial factor in determining organizational performance in achieving collectively set goals. If employee performance in an organization is suboptimal, achieving optimal organizational performance will be difficult, especially in reaching shared goals. This should be a concern for the organization so that employees can deliver optimal performance. Factors such as discipline and work supervision, which influence performance, can be addressed to optimize employee performance.

2. The Partial Effect of Work Supervision on Employee Performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin Branch

The results, based on hypothesis testing through partial tests, show that the work supervision variable has a positive effect on employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, meaning the second hypothesis is accepted. The implementation of work supervision at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch is already quite good, as evidenced by regular monitoring and control of employees' work results by supervisors and department heads in each unit. However, many employees are still unable to meet the performance standards set by the company.

3. The Partial Effect of Work Discipline on Employee Performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin Branch

The results, based on hypothesis testing through partial tests, show that the work discipline variable has a positive effect on employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, meaning the third hypothesis is accepted. Based on the research conducted at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, the company has implemented discipline among its employees according to

established regulations, such as strict supervision by supervisors, issuing penalties for employees who violate rules, and taking attendance of employees coming to the office. However, in reality, many employees still fail to show up during working hours.

IV. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

Based on the research results and discussion conducted by the researcher regarding the influence of work supervision and work discipline on employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, the following conclusions can be drawn:

1. Work supervision and work discipline, both simultaneously or together, have an effect on the employee performance of PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, thus the first hypothesis is accepted. Therefore, the first hypothesis in this study has been proven and accepted.
2. Work supervision, when examined partially, has an effect on employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, thus the second hypothesis is accepted. Based on the overall results, the second hypothesis in this study has been proven and accepted.
3. Work discipline, when examined partially, has an effect on employee performance at PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, thus the third hypothesis is accepted. Based on the overall results, the third hypothesis in this study has been proven and accepted. Therefore, the third hypothesis in this study has been proven and accepted.

4.2 Recommendations

Based on the research results, discussion, and conclusions obtained, the following recommendations can be provided:

1. For the Company Based on the conditions observed in the field, this study provides recommendations for PT. Cipta Krida Bahari (CKB) Logistics, Banjarmasin branch, to improve future work practices related to work supervision, work discipline, and employee performance. The company should make improvements according to applicable standards and innovate to create more effective employee performance, which will help in achieving the company's desired targets.
2. For Future Researchers It is recommended that future researchers expand both the scope and focus of their studies. In terms of scope, research should not only focus on a single company but should also include comparisons with other companies. In terms of focus, future studies should include additional variables for further scientific exploration.

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