

The Influence of Work Discipline, Supervision and Work Stress on Employee Performance at PT Yose Andalan Melayu Pangkalan Kerinci

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Abstract

This study aims to determine the influence of work discipline, supervision and job stress on employee performance at PT Yose Andalan Melayu Pangkalan Kerinci. The type of data in the research used is quantitative. The population in this study includes all employees at PT Yose Andalan Melayu Pangkalan Kerinci. The sampling technique used in this study is a saturated sample with a sample size of 53 employees at PT Yose Andalan Melayu Pangkalan Kerinci. The data was collected with the help of a questionnaire and then the data was processed by multiple linear regression analysis with the help of SPSS version 22 software. The results showed that: 1) Work discipline has a significant positive effect on employee performance at PT Yose Andalan Melayu Pangkalan Kerinci. 2) Supervision has a significant positive effect on employee performance at PT. Yose Mainstay Melayu Pangkalan Kerinci. 3) Job Stress has a negative and insignificant effect on employee performance at PT. Yose Mainstay Melayu Pangkalan Kerinci. 4) Work discipline, supervision and job stress simultaneously have a significant positive effect on employee performance at PT. Yose is the mainstay of the Malays of Pangkalan Kerinci.

Keywords: Work Discipline, Supervision, Job Stress, Employee Performance



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INTRODUCTION

A company is a form of business entity that is run or managed by individuals or organizations that require large capital, aiming to achieve the company's goals in managing its business assisted by employees. Therefore, company leaders and employees must be able to work together well regardless of the level of position so that the expected company goals can be achieved optimally. Achieving a company's goals is very much guided by the potential of human resources owned by each employee. Considering that employees are important assets for the company, many things need to be considered related to improving their performance. Good performance is one of the targets for organizations in achieving high performance productivity. Achieving good performance cannot be separated from the quality of good human resources. Employees who have skills and competencies that are relevant to the job will tend to be more capable of carrying out the tasks given, as is currently being experienced by PT. Yose Andalan Melayu Pangkalan Kerinci.

PT. Yose Andalan Melayu is a company that was established due to the high demand for skilled labor and quality managed service companies in the outsourcing industry. The company has now grown to a very large strength. The company serves many well-known customers both local and multinational from various industries in several regions with various work positions. The company continues to be committed to improving services by assessing regular services, improving technology and individual employee services that are in accordance with customer needs and goals. Facing the increasingly tight business competition today, PT. Yose Andalan Melayu is required to always innovate and pay attention to and utilize the resources that employees have in order to win the business competition. One of the

things that determines the success of a business is the human resources owned by the company. Given the position of employees in a company is very important, employees are expected to be able to provide good contributions so that the company's goals will be achieved, so good human resource management is needed in managing the company to be productive, effective and efficient.

The results of employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci are categorized as good, but overall the results of employee performance still experience fluctuations or instability which makes the results unstable and has the potential to change up or down. Therefore, the company management must find out what causes the instability and find the right solution or the best strategy to make the results of employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci experience stability in improving the quality of employee performance better in the future. Achieving good employee performance is one of the goals of human resource management. According to Paramananda & Purba (2021) Employee performance is the work done by a person in carrying out the tasks given to him to achieve work goals. Meanwhile, according to Simarmata et al., (2022) performance is basically determined by three things, namely ability, desire and environment. Employee morale must be high so that the organization can function well and performance must be there to support it. The purpose of good employee performance is to increase the competitiveness of the organization through increased employee performance, the more successful an employee is, the more successful the organization is. Good employee performance at PT. Yose Andalan Melayu can be influenced by several factors including work discipline, supervision and work stress.

The implementation of work discipline by an employee is very important for the implementation of his/her duties. The responsibility to comply with the procedures and all work regulations that have been made by the company becomes a real form of employees in relation to the work discipline they have. To increase employee contribution to the success of various operational functions of the company, this work discipline must be upheld and made a principle for all employees. According to Pramularso (2014) says "Work discipline refers to the readiness and willingness of an individual employee to follow the rules and regulations that exist around them". It is known that the level of employee attendance has been unstable from 2020-2021, increasing while from 2021 to 2022 it decreased and in 2023 it increased again where the largest number of employee absences in 2023 was 32 days. From the results of observations conducted by researchers with several employees, complaints can be found that the problem of increasing work discipline is the lack of compliance with regulations such as many employees who are often late, then the company's provisions and sanctions given, lack of monitoring from management with its employees so that employee performance decreases, and results in the company's goals not being achieved. The number of employees who committed violations from 2020-2023 is known to have increased. Where in 2020, 8 employees committed violations, in 2021 11 employees committed violations, while in 2022 13 employees committed violations, in 2023 16 employees committed violations. It is known that the highest violations were in 2023. The company should pay more attention to supervising its employees in order to reduce the number of violations at PT. Yose Andalan Melayu Pangkalan Kerinci.

In addition to work discipline, supervision is also a factor that influences employee performance. According to Handoko in Sugiantaari et al., (2023) supervision is a process to ensure that organizational goals are achieved. Meanwhile, according to Candra et al., (2022) Human resource supervision is an activity carried out to control the implementation of tasks or work carried out by a person, so that the work process is in accordance with the

desired results. The purpose of supervision is to prevent deviations and abuses from the rules and regulations that apply in the implementation of management tasks and functions. Supervision that is carried out properly, then the work will run smoothly and can produce good work results. In addition, through supervision, various things that can be detrimental to the organization can be monitored, including errors in their work, deficiencies in the implementation of work, weaknesses in implementation and how it works. However, supervision carried out by the leadership is not to find mistakes, but is intended so that it can be carried out as well as possible. In addition, ongoing supervision is also needed in order to produce a positive impact for better development and change.

Based on observations from researchers according to the manager of PT. Yose Andalan Melayu, optimal work supervision has been carried out, for example when employees are carrying out their work, they always provide solutions if employees make deviations and experience difficulties in working, provide firm warnings if there are employees who make mistakes in working such as coming late to the office, supervision is carried out every working day so that employees can work seriously. Optimal supervision that has been carried out by the manager should produce good performance, but there is still work completion that is not in accordance with the target, the achievement of the annual target of PT. Yose Andalan Melayu has not been able to be implemented properly in the form of targets that are large in nature of success that must be achieved. Furthermore, the factor that causes a decline in employee performance is work stress. According to Abdullah (2021), work stress is a condition of tension that creates physical and psychological imbalance, which affects the emotions, thought processes and conditions of an employee. According to Dwiadnyani and Mekarini (2022), work stress is a feeling of pressure or a sense of pressure experienced by employees in dealing with their work. Work stress can be caused by a less conducive work environment, because the work environment is a place where company employees carry out their activities every day. Based on several opinions by experts, it can be concluded that the definition of work stress is a feeling of pressure experienced by employees, where these feelings can affect the physical condition of employees in carrying out their responsibilities and tasks that have an impact on work so that it is not optimal. The pre-survey results can be seen from the answers of 17 respondents who tend to show the most dominant results, namely agreeing with 5 negative statements. So it can be concluded that the occurrence of work stress symptoms in employees of PT. Yose Andalan Melayu Pangkalan Kerinci is one of the factors that causes employee performance to decline. One of the factors of work stress is relationships in the workplace divided into relationships with superiors and relationships with coworkers. Based on information that the author obtained from several employees who work at PT. Yose Andalan Melayu, there are problems related to work stress, namely employees who work more than the specified time will experience higher health problems than people who work several hours in one day. Further analysis also shows that the length of working hours increases fatigue which causes negative company outcomes such as absenteeism, increased medical costs and certainly decreased performance. Employees who experience mental and physical stress due to long working hours will cause health problems such as headaches, back pain and also mental problems such as depression and anxiety.

Literature review

Employee performance

According to Candra et al., (2022), employee performance is a very abstract concept and requires a certain definition stating its attributes in detail and completely. Meanwhile, according to Pasaribu et al., (2020), performance is the work results that can be achieved by an individual or a group of people in an organization in accordance with the authority and

responsibility given to them to achieve the organization's goals legally while still complying with the law morally and ethically. The following are some employee performance indicators.(Ramadani and Adiwati, 2022):quantity of work, quality of work, use of time.

Work Discipline

According toMargaret (2017)work discipline is the awareness and willingness to obey all rules set by the organization and relevant social norms. The most important operational component in human resource management is discipline, because higher performance will be achieved by employees who have higher discipline. Because it is difficult for a business to achieve its goals without the support of strong employee discipline, discipline must be enforced in the organization. Meanwhile, according toRamadani and Adiwati (2022)Discipline is an attitude of respect for the rules and regulations of the industry among workers, so that it has an impact on workers voluntarily making adjustments to the rules and regulations of the company's industry. FurthermorePasaribu et al., (2020)argues that discipline is a management action to encourage members of the organization to meet the demands of various provisions. Work Discipline Indicators according to Hasibuan (2018) are: Presence at work, Compliance with work regulations, Compliance with work standards, High level of alertness.

Supervision

Supervision according toZillah et al., (2022)is an important need in designing activities and improving work discipline that will affect organizational development. Meanwhile, according toSugiantaari et al., (2023)states that supervision is trying to make what is planned become a reality. This can be understood, that how exactly the planning is made will not achieve maximum results without the supervision function. According toThe Last Supper (2018), superior supervision can be measured using the following methods: Direct inspection, On the spot observation, On the spot report, meaning delivering decisions on the spot if necessary, Written reports, Oral reports.

Job Stress

According to Beehr and Newman (2006), work stress is a condition that arises from the interaction between humans and work and is characterized by changes in humans that force them to deviate from their normal functions. Work stress according toFilliantoni et al., (2019)is a condition of an employee where they have limited abilities in dealing with their tasks and work. Meanwhile, according toAbdullah (2021), Work stress is a condition of tension that creates physical and psychological imbalance, which affects the emotions, thought processes and conditions of an employee. And finally according toDwiadnyani and Mekarini (2022), work stress is a feeling of pressure or a sense of pressure experienced by employees in dealing with their work. Work stress can be caused by a less conducive work environment, because the work environment is a place where company employees carry out activities every day. Indicators of work stress in Luthans' book (2006) are: Feelings of anxiety and restlessness, Feelings of excessive tiredness, Inability to concentrate, Mood changes, Physical changes.

Hypothesis

The hypothesis in this study is:

H1: It is suspected that work discipline has a significant positive effect on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci.

H2: It is suspected that supervision has a significant positive effect on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci.

H3: It is suspected that work stress has a significant positive effect on the performance of employees of PT. Yose Andalan Melayu Pangkalan Kerinci.

H4: It is suspected that work discipline, supervision and work stress have a significant positive effect on Employee Performance of PT. Yose Andalan Melayu Pangkalan Kerinci.

Research Model

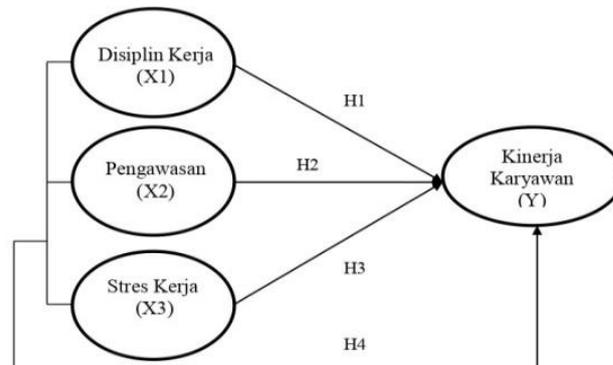


Figure 1. Research Model

Source:(Candra et al., 2022)

RESEARCH METHODS

This type of research is associative. According to Sugiyono (2017), this research is a research that aims to determine whether there is an influence or relationship between the independent variables and the dependent variables. The research location is a place where the researcher will obtain data from the respondents that the author is researching. The research location that the researcher will research is PT. Yose Andalan Melayu Jl. Lintas Timur No. 02 Pangkalan Kerinci, Pelalawan. Where the population that researchers will take in this study is the leaders and employees at PT. Yose Andalan Melayu Pangkalan Kerinci with a total of 53 people. The sampling technique that will be used in this study is non-probability sampling. The non-probability sampling technique used in this study is saturated sampling or census, which is a sampling technique when all members of the population are used as samples. Given that the population at PT. Yose Andalan Melayu Pangkalan Kerinci is 53 people or less than (100), the sample in this study is all employees of PT. Yose Andalan Melayu Pangkalan Kerinci. The data sources in this study are primary data sources and secondary data. According to Sugiyono (2017), primary data is a data source that directly provides data to data collection. Data is collected by the researcher directly from the first source or the place where the research object is carried out, namely data obtained from interviews with respondents and other data taken from PT. Yose Andalan Melayu Pangkalan Kerinci. According to Sugiyono (2017), secondary data is a source that does not directly provide data to data collection. Secondary data is obtained from sources that can support research, including documentation and literature, namely secondary data such as company history, organizational structure and company activities that can support primary data. The data collection technique used in this study was a questionnaire. A questionnaire is a data collection technique carried out by giving a set of written statements or questions to respondents to be answered (Sugiyono, 2017). The data analysis techniques used in this study were validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, determination coefficient tests (R^2), model feasibility tests (f-test), and partial tests (T-Test).

RESEARCH RESULTS AND DISCUSSION

Respondent Characteristics

The following table describes the characteristics of respondents in PT. Yose Andalan Melayu Pangkalan Kerinci employees:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency (people)	Percentage %
Gender			
1	Man	31	58.4
2	Woman	22	41.6
Age (Years)			
1	17 - 25	18	33.9
2	26 - 34	22	41.5
3	35 - 42	11	20.8
4	> 43 Years	2	3.8
Education			
1	SENIOR HIGH SCHOOL	29	54.8
2	D3	15	28.3
3	S1	9	16.9
4	S2	0	0
Length of work			
1	< 1 Year	8	15.1
2	12 years old	14	26.5
3	23 years	17	32.1
4	3- 4 Years	10	18.9
5	4 - 5 Years	2	3.7
6	> 5 Years	2	3.7

Instrument Testing Results Validity Test

Table 2. Validity Test Results

Variables	Statement	r count	r table	Decision
Work Discipline (X1)	X1.1	0.820	0.2706	Valid
	X1.2	0.833	0.2706	Valid
	X1.3	0.868	0.2706	Valid
	X1.4	0.832	0.2706	Valid
Supervision (X2)	X2.1	0.824	0.2706	Valid
	X2.2	0.765	0.2706	Valid
	X2.3	0.744	0.2706	Valid
	X2.4	0.802	0.2706	Valid
	X2.5	0.885	0.2706	Valid
Job Stress (X3)	X3.1	0.641	0.2706	Valid
	X3.2	0.753	0.2706	Valid
	X3.3	0.801	0.2706	Valid
	X3.4	0.732	0.2706	Valid
	X3.5	0.558	0.2706	Valid
Employee performance (Y1)	Y1.1	0.861	0.2706	Valid
	Y1.2	0.755	0.2706	Valid
	Y1.3	0.767	0.2706	Valid
	Y1.4	0.819	0.2706	Valid

Source: Research Data Processing, 2024

Based on table 2, the results of the validity test that have been carried out on all variables using a sample of 53 samples, this study has met the specified criteria, namely if $r \text{ count} \geq r \text{ table}$, then the statement items are declared valid. The $r \text{ table}$ value can be seen in the $r \text{ table}$ with the equation $N-2 = 53 - 2 = 51 = 0.2706$ (see $r \text{ table}$ on $df \ 51$). And from the table above, the calculated r value for all statements is obtained $> r \text{ table}$ (0.2706). This means that the measuring instrument used is valid.

Reliability Test

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Reliability Standards	Decision
Work Discipline	0.858	0.6	Reliable
Supervision	0.864	0.6	Reliable
Job Stress	0.734	0.6	Reliable
Employee performance	0.812	0.6	Reliable

Source: Research Data Processing, 2024

Based on table 3 The reliability value of all variables is > 0.6 . This means that the measuring instrument used in this study is reliable or can be trusted.

Classical Assumption Test Results

Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		53
Normal Parameters ^a , b	Mean	.0000000
	Std. Deviation	.92684270
Most Extreme Differences	Absolute	.083
	Positive	.052
	Negative	-.083
Test Statistics		.083
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: Research Data Processing, 2024

From table 4, it can be seen that the results of the normality test presented can be seen that the significance value is greater than $\alpha = 0.05$. In table 5.11, it can be seen that the Asymp Sig (2-Tailed) value is 0.200. The value of $0.200 > 0.05$ so it can be concluded that the distribution of the variable is normal.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF

1	(Constant)		
	Work Discipline	.325	3,077
	Supervision	.330	3,034
	Job Stress	.944	1,059
a. Dependent Variable: Employee Performance			

Source: Research Data Processing, 2024

From table 5, it can be seen that the results of the multicollinearity test using SPSS show a tolerance value of > 0.1 and a VIF value of < 10, thus it can be concluded that there is no multicollinearity among the independent variables in this study.

Heteroscedasticity Test

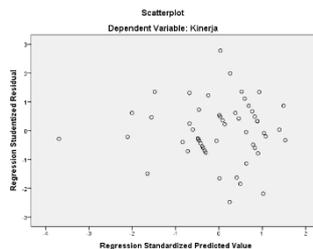


Figure 2. Heteroscedasticity Test Results

Source: Research Data Processing, 2024

Based on Figure 2 it can be seen that the points do not form a particular pattern and are spread randomly above and below the number 0 on the Y axis. These results indicate that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Analysis Results

Table 6. Results of Multiple Linear Regression Analysis Test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1,867	1,008		1,851	.070
	Work Discipline	.485	.079	.530	6,096	.000
	Supervision	.347	.064	.465	5.386	.000
	Job Stress	-.049	.047	-.053	-1.048	.300
a. Dependent Variable: Employee Performance						

Source: Research Data Processing, 2024

Based on table 6, the multiple linear regression equation is obtained as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 1.867 + 0.485 X_1 + 0.347 X_2 + -0.049 X_3 + e$$

Hypothesis Test Results

t-Test (Partial)

Table 7. T-Test Results (Partial)

Coefficients ^a			
Model	t	Sig.	
1	(Constant)	1,851	.070
	Work Discipline	6,096	.000
	Supervision	5.386	.000

	Job Stress	-1.048	.300
a. Dependent Variable: Employee Performance			

Source: Research Data Processing, 2024

From Table 7, each t-count value and the significance of the independent variables can be seen. The t-table value (2-sided test at alpha 5%) is known with the equation:

$$\begin{aligned}
 t \text{ table} &= n - k - 1 : \alpha/2 \\
 &= 53 - 3 - 1 : 0.05/2 \\
 &= 49 : 0.025 \\
 &= 2.00958 \text{ (see t table with df= 49 at significance level 0.025)}
 \end{aligned}$$

Information:

- n = Number of samples.
- k = Number of independent variables.
- 1 = Constant.

Thus, the following results are obtained:

1. Work discipline. The t-count value is 6.096 with a significance of 0.000. Thus, it is known that t count (6.096) > t table (2.00958) or significance (0.000) < 0.05. This means that work discipline has a significant effect on employee performance.
2. Supervision. The t-value obtained is 5.386 with a significance of 0.000. Thus, it is known that t count (5.386) > t table (2.00958) or significance (0.000) < 0.05. This means that supervision has a significant effect on employee performance.
3. Work stress. The t-count value is obtained at -1.048 with a significance of (0.300). Thus, it is known that t count (-1.048) < t table (2.00958) means that it has the opposite effect and significance (0.300) < 0.05. This means that work stress does not have a significant effect on employee performance.

f-test (Simultaneous)

Table 8. Results of the f-test (Simultaneous)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	326,538	3	108,846	119,397	.000b
	Residual	44,670	49	.912		
	Total	371,208	52			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job Stress, Supervision, Work Discipline						

Source: Research Data Processing, 2024

From Table 8, the calculated f value is 119.397 with a significance of 0.000. While the f table value at a significance level of 5% with the equation:

$$\begin{aligned}
 F \text{ table} &= n - k - 1 ; k \\
 &= 53 - 3 - 1 ; 3 \\
 &= 49 ; 3 \\
 &= 2.79 \text{ (see F table with df1=3 and df2=49)}
 \end{aligned}$$

Information:

- n = Number of samples.
- k = Number of independent variables.
- 1 = constant.

Thus, the result of f count (119,397) > f table (2.79) or significance (0.000) < alpha (0.05) is obtained. Thus, it can be interpreted that work discipline, supervision and work stress together have a significant effect on employee performance.

Results of the Determination Coefficient Test (R²)

Table 9. Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.938a	.880	.872	.95479
a. Predictors: (Constant), Work Stress, Supervision, Work Discipline				
b. Dependent Variable: Employee Performance				

Source: Research Data Processing, 2024

From table 9, the Adjusted R² value is 0.872 or 87.2%. This means that 87.2% of employee performance variables are influenced by work discipline, supervision and work stress variables.

Discussion

The Influence of Work Discipline on Employee Performance

Based on the results of the research that has been conducted, it shows that work discipline has a significant positive effect on the performance of employees of PT. Yose Andalan Melayu Pangkalan Kerinci. From the results of the descriptive statistical analysis conducted by the researcher, namely where the respondents' answers regarding work discipline make This variable has the most influence on employee performance compared to supervision and work stress. This is in accordance with the results of respondents' responses regarding employee compliance with company regulations, which can be seen from the average value of employees at PT. Yose Andalan Melayu Pangkalan Kerinci obeying company regulations that have been compiled in standard operating procedures is an indicator with the highest average value in the high category. However, it cannot be denied that there are still some things that are not optimal and of course need to be fixed where some employees stated that they are still often not present on time for work and there are still many employees who are not present or absent from work. Thus, when on the other hand employees are always present on time, are not often absent and behave according to the norms that apply in the company and Employees who are not yet experts can learn more about using and operating the work equipment available in the company, then it will have an impact on increasing employee performance.

The Influence of Supervision on Employee Performance

Based on the results of the research that has been conducted, it shows that supervision has a significant positive effect on the performance of employees of PT. Yose Andalan Melayu Pangkalan Kerinci. From the results of the descriptive statistical analysis conducted by the author, the respondents' answers regarding supervision were obtained that the company's leaders had carried out their supervisory duties well. This is because the company's leaders often directly supervise the employees of PT. Yose Andalan Melayu Pangkalan Kerinci so that they know more about the conditions in the work field directly. This means that supervision is very necessary in order to control employee activities so that they do not deviate from what has been planned or determined.

The Impact of Work Stress on Employee Performance

Based on the results of the research that has been conducted, it shows that the variable of work stress has a negative and insignificant effect on the performance of employees of PT. Yose Andalan Melayu Pangkalan Kerinci. From the results of the descriptive analysis conducted by the researcher, namely where the respondents' answers regarding this variable describe the ongoing symptoms of work stress experienced by employees of PT. Yose Andalan Melayu Pangkalan Kerinci. This is because employees feel that the work given is too much, resulting in physical changes that occur in employees, personal problems in employees can also have an impact when they work to become unfocused, employees who often feel physically and mentally tired feel restless if they have not finished their work and many employees who still cannot control their emotions, are easily angry with coworkers or with themselves, so this work stress variable should indeed be a point of concern for superiors to their employees by finding better solutions in order to reduce high levels of work stress.

The Influence of Work Discipline, Supervision and Work Stress Simultaneously on Employee Performance

Based on the results of the research that has been carried out, it shows that the variables work discipline, supervision and work stress simultaneously has a significant positive effect on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci. From the results of the descriptive analysis conducted by the researcher, namely where the respondents' answers regarding employee performance variables are known that employees are already in the high category in doing and completing work even though there are no indicators that represent employee performance reaching a very high category. This is because there are still several shortcomings that should be optimized further by the company evaluating employees, so as to find what steps or solutions should be taken to improve employee performance.

CONCLUSION

Based on the research results, the following conclusions were obtained regarding the influence of work discipline, supervision and work stress on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci in this study:

1. Work discipline has a positive and significant effect on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci. This shows that the higher the work discipline, the better the employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci. Work discipline is the most dominant variable influencing employee performance in this study.
2. Supervision has a positive and significant effect on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci. This shows that the better the supervision, the better the employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci.
3. Work stress has no positive (negative) and insignificant effect on employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci. This shows that the higher the work stress, the lower the employee performance at PT. Yose Andalan Melayu Pangkalan Kerinci.
4. Work discipline, supervision and work stress simultaneously has a significant positive effect on the performance of PT. Yose Andalan Melayu Pangkalan Kerinci employees. This shows that the quality of employee performance at PT. Yose Andalan Melayu is already in the high category in carrying out and completing work, although there is no indicator that represents employee performance reaching a very good category, but the company can set the best strategy to continue to improve employee performance results even better in the future.

Suggestion

Based on the description of the conclusions and limitations of this study, there are suggestions that can be considered for companies and further researchers, as follows:

1. Work discipline is the most dominant variable affecting employee performance. The results of respondents' answers to work discipline where overall respondents have the lowest perception of the fourth indicator, namely compliance with equipment usage procedures. The suggestion given is that it is necessary to improve and maintain the level of work discipline by implementing training for employees and creating rewards for employees who excel so that they can motivate other employees to be more active in improving discipline at work.
2. The results of respondents' answers to supervision where overall respondents have the lowest perception of the fifth indicator, namely oral reports. The suggestion given is that work supervision needs to be improved and maintained by continuing to commit to carrying out supervision, for example in the company so that there is no misuse of work time.
3. The results of respondents' answers to work stress where overall respondents have the lowest perception of the fourth indicator, namely feelings of anxiety if the work has not been completed. The suggestion given is that it is necessary to pay further attention to the current level of employee work stress by reducing the employee's workload, work stress will decrease so that employee performance will increase.
4. Further researchers should add several other variables that can contribute to employee performance, such as leadership quality, training, competence and so on.

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