

The Effect Of Work Discipline And Work Supervision On Work Productivity Of BPJS Ketenagakerjaan Employees In North Medan Branch

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ABSTRACT

The purpose of this study was to determine the effect of work discipline and work supervision on the work productivity of employees at BPJS Ketenagakerjaan, North Medan Branch. Then the next goal is to find out the effect of work discipline and work supervision together on the work productivity of employees at BPJS Ketenagakerjaan North Medan Branch. The form of research used is a quantitative method with an associative approach involving 42 employees as the research sample. The sampling technique is saturated sampling. The data collection used is a questionnaire using a Likert scale. The data analysis technique used instrument test of reliability validity, classical assumption test and hypothesis test using multiple linear regression analysis using SPSS. The results of the research conducted indicated that work discipline and work supervision had a significant effect either partially or jointly on the work productivity of employees at BPJS Ketenagakerjaan, North Medan Branch by 79.0%. This means that the behavior of work discipline and work supervision that is owned by employees is sufficient to explain their work productivity, the higher the behavior of work discipline and the better work supervision, it will increase work productivity.

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INTRODUCTION

The basic scope of the organization must have goals in order to achieve a very rapid organizational development. An organization cannot run without human resources. Human resources are very much needed in carrying out organizational activities, because humans are one of the important factors in realizing organizational goals.

The company's goals will be achieved if the company succeeds in influencing the work productivity of employees in the organization, the higher the work productivity of employees, the higher the achievement of the company. Efforts to increase employee productivity need to be increased, in order to achieve company goals.

BPJS Ketenagakerjaan is a public legal entity that is responsible to the President and functions to administer the Work Accident Benefit, Death Benefit, Old Age Benefit, Retirement Benefit, and Job Loss Benefit for all workers in Indonesia, including foreigners who work at least 6 months in Indonesia. Employment BPJS is also said to be a public program that provides protection for workers to overcome certain risks and its implementation uses a social insurance mechanism.

The first phenomenon that is a problem at the North Medan Branch of Employment BPJS is

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employee productivity. Work productivity is measured by targets and realization. The better the achievement of the realization, the better the productivity of BPJS Ketenagakerjaan Medan North Branch employees. This is evidenced from the following table:

Table 1. List of Targets and Realization of Participation

Year	Target	Realization	Percentage (%)	Information
2019	59,140	68,249	>15%	Achieved
2020	68,326	54,060	<21%	not achieved
2021	77,446	58,331	<25%	not achieved

Source: BPJS Employment Medan North Branch (2022)

Based on table 1 shows that in the last 3 years the realization of participation has decreased. This shows that from year to year the realization of the participation target tends to decrease. Based on the question and answer I did with the head of the membership division of the North Medan Branch of the Employment BPJS, it is known that the company tends to increase the participation target every year. The level of achievement of participation is very closely related to employee work productivity. Realization of membership is very important because if employee productivity does not reach the target then the quality of employee productivity will be problematic.

Work discipline is one of the factors that determine the level of productivity. Discipline is an orderly condition for someone to comply with the rules and regulations that apply in the organization. Company rules and regulations are made to show respect for employees. It was found that the phenomenon that caused employee work productivity to decrease was poor employee work discipline. Employees who have good work discipline always complete assigned tasks according to procedures and are responsible for the results of the work performed.

In addition to work discipline, the supervisory factor is one of the factors that determine productivity. According to Ravianto (Rasafti, 2019: 5) decreased employee productivity can be increased through supervision by superiors in carrying out tasks. Monitoring factor is an important factor for the company in achieving the goals that have been set. Managers must carry out effective work supervision so that employees can achieve optimal work performance in the form of work productivity. Supervision carried out at the North Medan Branch of Employment BPJS is still not effective because the supervision standards used for work supervision are not in accordance with what is expected.

METHODS

Work Discipline

The word discipline comes from the word "disciple" which means learning. Discipline is a directive to train and shape someone to do an action for the better. According to Pranitasari and Khotimah (2021: 23) managers in communicating with employees use a tool so that they are willing to change a behavior in order to increase awareness and willingness to comply with all the rules that have been made by the company according to applicable norms which is called work discipline. . According to Prawironegoro et al (2017: 117) discipline has a meaning as a process of exercising self-control in order to work productively, effectively and efficiently.

Work Supervision

Leaders or managers carry out various management functions to achieve organizational goals. Management has functions namely: planning function (planning), organizing function (organizing), implementation function (actuating) and monitoring function (controlling). The final function of management is controlling or monitoring the success of the activities carried out in achieving the goals set by the company when planning, organizing or organizing. Companies or organizations are trying to achieve the goals that have been set, so managers must monitor the activities carried out by employees to ensure that there are no deviations. From planning, organizing, and predetermined leadership (Ishak, 2018:29).

According to Natalia (Sutrisno, 2017:41) supervision is the process of observing all organizational activities so that all work carried out goes according to a predetermined plan. According to Maruli (2020: 20) Supervision is a form of mindset and pattern of action to provide understanding and awareness to a person or several people who are given tasks to carry out using various available resources properly and correctly, so that there are no errors and irregularities that occur. can create losses by the institution or organization concerned.

Work productivity

According to Sinungan (Arif, 2021: 178), in general productivity is defined as the relationship between tangible and physical results (goods or services) with actual input. Productivity is also defined as the level of efficiency in producing goods or services. According to Siagian (Sutrisno, 2017: 99) says that human resources are the most strategic element in the organization, must be recognized and accepted by management. Conversely, human resources can also be the cause of waste and inefficiency in various forms. According to Tohardi (Sutrisno, 2017: 100) states that work productivity is a mental attitude where the mental attitude is always looking for improvements to what already exists.

Framework

In this study, there are several variables that serve as the basis for research theory. The variables are variable X1, namely work discipline, variable X2, namely work supervision, and variable Y, namely work productivity. The author describes the frame of mind as shown below:

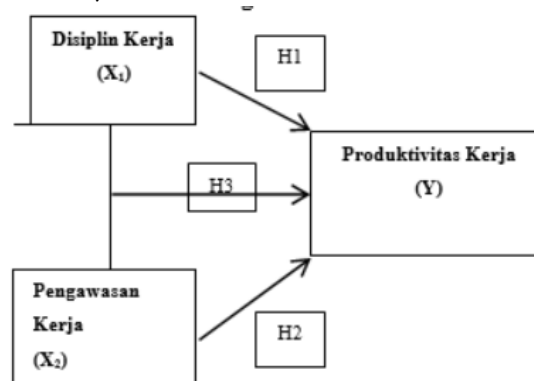


Figure 1. Framework

This study uses a form of quantitative research based on an associative approach. The relationship between the variables that you want to know in this study is the effect of work

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discipline and work supervision on the work productivity of BPJS Ketenagakerjaan Medan Utara branch.

This research was conducted at the North Medan Branch of the Employment BPJS Office which is located at Jl. Marelan Raya No. 108, Medan City, North Sumatra Province and this research was conducted in May 2022 – July 2022.

According to Syofian (2017: 30) The research population is the entire object of research which can be in the form of humans, animals, plants, air, symptoms, values, events, attitudes to life and so on. According to Syofian (2017: 30) Sampling is a data collection procedure in which only a portion of the population is taken and used to determine the desired characteristics and characteristics of a population.

Operational definition

Work discipline is a mental attitude or behavior possessed by employees in respecting and complying with existing regulations in the organization where they work because they have individual awareness of their own responsibilities not because of coercion, so that behavior can change to be better than before. Indicators of Work Discipline (X1) are Timeliness, Use of Office Equipment properly, High Responsibility, Compliance with Office Rules.

Supervision is an attempt to exercise control over employees in the work performed by superiors or managers to ensure more effective and efficient performance so that the company's goals that have been set can be achieved. Setting Standards, Measurement, Comparing, Taking Action Work productivity is the comparison between the results achieved while working with the inputs needed to produce outputs using the resources used. Ability, Increase the results achieved, Morale, self-development, Quality Efficiency.

Variable Measurement Scale

This study uses a Likert scale as a measurement scale in order to find out the score of the statement. Because research instruments can be used to carry out measurements aimed at obtaining accuracy from quantitative data, all instruments must have a scale. The research provides 5 (five) alternative answers for respondents, so the scale used is 1-5, the following mapping weights:

Table 1 Likert Scale Instrument

Answer Criteria	Score
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: Sugiyono, (2017:109)

Data collection technique

Primary data is a technique for obtaining data directly from research sites, by visiting directly the object being studied. In this study, primary data was obtained by distributing questionnaires which were distributed directly or conventionally to all employees of the North

Medan Branch of the Employment BPJS.

Secondary data is a technique for obtaining data based on library research, such as the data obtained from expert opinions, books, scientific papers that are relevant to the problem under study. Furthermore, through documentation studies such as techniques for obtaining data based on the use of records or documents located at the research location and other sources that are in accordance with the object of research.

Data analysis technique

1. Test the instrument Validity Test

Validity test is carried out to determine whether a questionnaire is valid or not. A questionnaire is declared valid if the statements or questions in the questionnaire can explain something that can be measured using the questionnaire (Ghozali and Latan, 2015: 88).

Reliability Test

Reliability test is a tool in measuring questionnaires which are indicators of variables or constructs. Questionnaires can be declared reliable or reliable if a person's response to his statement is stable or consistent over time (Ghozali & Latan, 2015:92).

2. Classical Assumption Test Normality Test

The statistical test that can be used to test the normality of the residuals is the Kolmogorov-Smirnov (KS) non-parametric statistical test (Ghozali & Latan, 2015: 155). With the Asymp value acceptance criteria. Sig. (2-tailed) on the Kolmogorov-Smirnov test > 0.05 significance level.

Multicollinearity Test

According to Ghozali & Latan, (2015: 160) the multicollinearity test has the goal of testing whether the regression model shows a correlation between the independent (free) variables.

Heteroscedasticity Test

The heteroscedasticity test has the goal of testing the regression model where there is an inequality of variance from one residual observation to another. If the variance of the residual from one observation to another observation is not fixed, it is called homoscedasticity and if it is different it is said to be heteroscedasticity. This analysis was carried out with the SPSS program.

3. Multiple linear regression

Multiple linear regression analysis is used to measure the influence of the independent variables on the dependent variable by using independent variables. In this study the independent variables include location, service quality and store prices. For the binding variable is consumer satisfaction. Mathematically it can be formulated as follows:

$$Y = \text{lol} + b_1X_1 + b_2X_2 + e$$

Information:

Y = Work productivity

a = Constant

b = Regression coefficient value of each variable ($b_1 - b_2$)

X₁ = Work Discipline

X₂ = Work Supervision

E = Errors term

4. Hypothesis test

Partial Significance Test (T Test)

Basically the t statistical test explains how far the influence of one explanatory or independent variable individually or one by one in explaining the variation of the dependent variable. Partial tests are carried out in order to find out the significant level of the research variables whose impact you want to test on variable Y separately or individually by looking at the sig value (p-value) or comparing tcount with ttable. The basis for the multiple regression test decision is to make a comparison between the probability value of 0.05 and the sig probability value with the following basic decision making:

- A. If the probability value is 0.05 smaller ($0.05 < \text{sig}$), then H_0 is accepted and H_1 is rejected, which means that there is no significant relationship between the X and Y variables.
- B. If the probability value is 0.05 greater ($0.05 < \text{sig}$), then H_0 is rejected and H_1 is accepted, which means that there is a significant relationship between the variables X and Y.

Simultaneous Significance Test (F Test)

According to Ghozali & Latan, (2015: 172) The F statistical test basically explains whether all independent or independent variables included in the model have a simultaneous effect on the dependent/dependent variable. Testing this hypothesis uses F statistics with the following decision-making criteria:

- a. If the significance value (sig.) < 0.05 then H_0 can be rejected and H_a accepted or means a significant effect.
- b. If the value of Fcount is greater than Ftable then H_0 can rejected. Matter the means we accept the alternative hypothesis, that is explain that whole independent variables significantly and simultaneously affect the dependent variable.

Determinant Coefficient (R^2)

In essence, the coefficient of determination measures how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination is between zero and one. Small value means the ability of the independent variables to explain the variation of the independent variables that get almost all of the information needed to estimate independent variable variations. (Ghozali and Latan, 2015:180)

RESULTS AND DISCUSSION

1. Instrument Test

a. Validity test

Table 2.Work Discipline Variable Validity Test Results (X1)

No	Statement	rcount	rtable	Information
1	X1.1	0.740		Valid
2	X1.2	0.743		Valid
3	X1.3	0.758		Valid
4	X1.4	0.741	0.3044	Valid

Table 3 Results of Validity Test of Work Supervision Variables (X2)

No	Statement	rcount	rtable	Information
1	X2.1	0.634		Valid
2	X2.2	0.598		Valid
3	X2.3	0.728		Valid
4	X2.4	0.568	0.3044	Valid

Table 4 Results of Validity Test of Work Productivity Variable (Y)

No	Statement	rcount	rtable	Information
1	Y1.1	0.876		Valid
2	Y1.2	0.789		Valid
3	Y1.3	0.889	0.3044	Valid
4	Y1.4	0.772		Valid

In the table above it is known that all statement items on the Work Productivity variable have a rcount value greater than rtable (0.3044) with an alpha of 0.05 (5%), so that the fourteen (14) instruments on this variable are declared valid and feasible used to measure research variables and given to respondents.

b. Reliability Test

Table 5 Work Discipline Variable Reliability Test Results (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,786	9

Table 6 Work Supervision Variable Reliability Test Results (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
,670	8

Table 7 Work Productivity Variable Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,953	14

Based on the table above, it can be seen that the reliability coefficient value (Cronbach's Alpha) of the Work Productivity variable is 0.953, thus the reliability coefficient value is $0.953 > 0.60$ so that the conclusion is that the Work Productivity instrument is a reliable instrument.

2. Classic assumption test

a. Normality test

Table 8 Kolmogorov Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			42
Normal	Means		.0000000
Parameters, b	std. Deviation		2.47709724
MostExtreme	absolute		.114
Differences	Positive		.082
	Negative		-.114
Test Statistics			.114
asympt. Sig. (2-tailed)			.194 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table above, the results show that the Kolmogorov Smirnov normality test, if the significant level is 5%, the Asymp. Sig. (2-tailed) greater than 0.05 means that the residual variables are normally distributed, and based on the table above it is known that the Asymp. Sig. (2-tailed) is 0.194, thus it can be concluded that the data in this study are normally distributed.

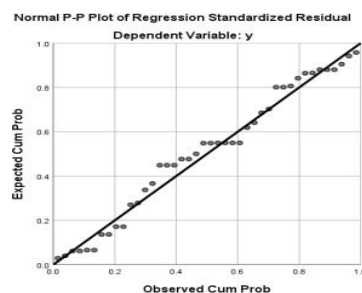


Figure 1 Normal P-Plot Graph

By looking at the display of the Probability-Plot image above, it can be concluded that the data graph provides a distribution pattern that meets the assumption of normality, where the data distribution is around and follows the diagonal line.

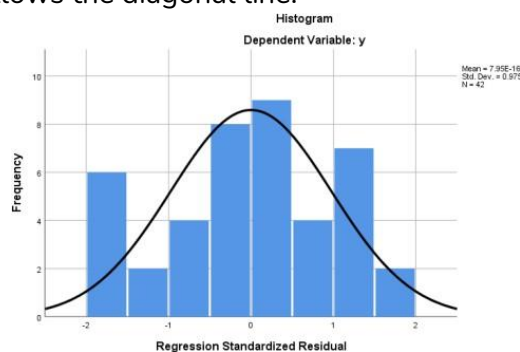


Figure 2 Histogram Graph

Based on the results of the histogram normality test above, it can be seen that the data

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distribution is known that the variables are normally distributed, this is indicated by the data distribution in the form of a bell-shaped curve and does not deviate to the left or right.

Table 9 Multicollinearity Test Results

		Coefficients ^a						
Model		Unstandardized Coefficients		standardized Coefficients		Q	Sig.	Collinearity Statistics
		B	std. Error	Betas				
1	(Constant)	8,899	4,576			1945	.059	
	x1	.917	.116	.663		7,876	.000	.722
	x2	.591	.144	.345		4.103	.000	.722
								VIF
								1,385
								1,385

a. Dependent Variables: y

Based on the table above, a tolerance value of $0.722 > 0.10$ is obtained, meaning that there is no correlation between variable X1 and variable X2. The variance inflating factor (VIF) value is $1.385 < 10$ and it can be concluded No there is multicollinearity between the two independent variables.

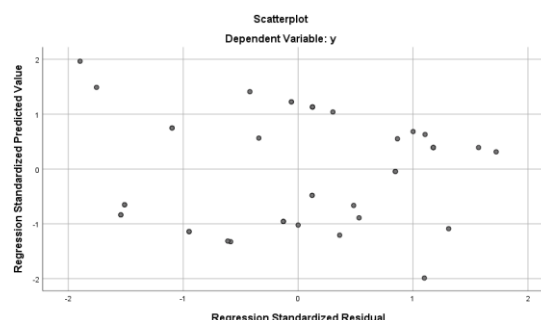


Figure 3 Heteroscedasticity Test

Based on Figure 3 it can be seen that the points on the scatterplot graph spread randomly both below and above the number 0 on the Y axis without forming a clear pattern. The basis for making a decision on the heteroscedasticity test is that there is no heteroscedasticity if the points are spread randomly either below or above the number 0 on the Y axis without forming a particular or specific pattern. So it can be concluded that there is no heteroscedasticity in the regression model.

Table 10 Multiple Linear Regression Test Results

		Coefficients ^a						
Model		Unstandardized Coefficients		standardized Coefficients		t	Sig.	
		B	std. Error	Betas				
1	(Constant)	8,899	4,576			1945	.059	
	x1	.917	.116	.663		7,876	.000	
	x2	.591	.144	.345		4.103	.000	

a. Dependent Variables: y

Based on table 10, the multiple linear regression equation is obtained as follows:

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$$Y = 8.899 + 0.917X_1 + 0.591X_2$$

Based on equality the can interpreted as follows:

1. The positive constant value is 8.899, this indicates a constant level where if the variables of Work Discipline (X1) and Work Supervision (X2) are zero (0), then Work Productivity (Y) will still be 8.899 assuming other variables are constant.
2. The coefficient value of Work Discipline (X1) is 0.917. This means that every time there is an increase in the Work Discipline variable (X1) by one unit, then Work Productivity (Y) increased by 0.917. Work Discipline variable value (X1) on Productivity (Y) is positive, meaning that when the Work Discipline (X1) increases, the variable value increases and vice versa when the Work Discipline variable (X1) decreases, the variable value decreases.
3. Work Supervision coefficient value (X2) of 0.591. This means that every time there is an increase in the Work Supervision variable (X2) by one unit, then Work Productivity (Y) increases by 0.591. The variable value of Work Supervision (X2) on Productivity (Y) is positive, meaning that when Work Supervision (X2) has increased it causes the variable value to increase and vice versa when the Work Supervision variable (X2) has decreased it causes the variable value to decrease.

3. Hypothesis testing

A. Partial Significance Test (T Test)

Table 11 Results of Partial Significance Test (T Test)
Coefficients^a

	Model	Unstandardized Coefficients		standardized Coefficients		t	Sig.
		B	std. Error	Betas			
1	(Constant)	8,899	4,576			1945	059
	x1	.917	.116	.663		7,876	.000
	x2	.591	.144	.345		4.103	.000

a. Dependent Variables: y

Based on the results of the T test in table 4.45, the results are obtained:

1. Work Discipline Variable (X1) has a partial effect on work productivity (Y), this can be seen from the significant value of work discipline (X1), namely $0.00 < 0.05$ and a Tcount value of $7.876 \geq T_{table}$ of 2.022.
2. Work Supervision Variable (X2) has a partial effect on Work Productivity (Y), this can be seen from the significant value of Work Supervision (X2), namely $0.00 < 0.05$ and a Tcount value of $4.103 \geq T_{table}$ of 2.022.

From the results obtained and in accordance with the theory, it can be concluded that the variables of Work Discipline (X1) and Work Supervision (X2) have a significant effect on Work Productivity (Y).

Table 12 Simultaneous Significance Test Results (Test F)
ANOVAa

Model	Sum of Squares	Df	Means Square	F	Sig.
1 Regression	1009,209	2	504,605	78,225	.000b
residual	251,576	39	6,451		
Total	1260786	41			

a. Dependent Variables: y

b. Predictors: (Constant), x2, x1

Based on Table 12 it is known that the value of Fcount 78.225 and the significance value is 0.00. It is known that the Fcount value is $78.225 > F_{table} 3.24$ and the Sig value is $0.00 < 0.05$, then Work Discipline (X1) and Work Supervision (X2) simultaneously or simultaneously have a significant effect on Work Productivity.

Table 13 Result Coefficient of Determination (R2)
Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimates
1	.895a	.800	.790	2.53982

a. Predictors: (Constant), x2, x1

Based on the results of data processing shown in table 4.47 it is known that:

1. A correlation value (R) of 0.895 is obtained, which means that there is a relationship between the variables of Work Discipline (X1) and Work Supervision (X2), to Work Productivity (Y) of 0.895 so that the relationship between variables can be said to be close.
2. The adjusted R Square value of 0.790 or the determinant coefficient value shows that the variables of Work Discipline (X1) and Work Supervision (X2) are 79.0% while the remaining 21.0% is influenced by other factors not discussed in this study.

The Influence of Work Discipline on Employee Work Productivity of the North Medan Branch of Employment BPJS

Work discipline has an important relationship with work productivity, because work discipline is one of the important factors to achieve company goals so that if the application of work discipline is not implemented properly by the company, the company will not survive.

Influence Work Supervision Against Productivity Employment BPJS Employment Employees Medan North Branch

Work supervision has an important relationship with work productivity, because work supervision is an important factor for companies in achieving goals. Supervision carried out by superiors to see and compare what Whichdone by employees is in accordance with the plan that has been set or not so as to minimize employee errors that can affect employee work productivity in the organization.

The Influence of Work Discipline and Work Supervision on Employee Work Productivity of North Medan Branch of Employment BPJS

The results of the F Test (Simultaneous Significant Test) and R² Test (Coefficient of Determination Test) show that the variables of work discipline (X1) and work supervision (X2) together (simultaneously) have a positive effect on work productivity (Y). This shows that the Ha3 F test is accepted and H03 is rejected. This means that there is a significant influence between work discipline (X1) and work supervision (X2) jointly or simultaneously on the work productivity of BPJS Ketenagakerjaan Medan Utara Branch employees.

CONCLUSION

The work discipline variable partially has a significant and positive effect on the work productivity of BPJS Ketenagakerjaan Medan Utara Branch employees. Based on these results, it means that Ha1 is accepted and Ha0 is rejected. The most influential indicator in this variable is timeliness, this can be seen from the results of research showing that the majority of employees agree that employees always complete work quickly and on time, because punctuality in completing work can facilitate the completion of other work. This shows that the better the application of work discipline in the company, the better work productivity.

Work Supervision partially has a significant and positive effect on the work productivity of BPJS Ketenagakerjaan Medan Utara Branch employees. This shows that Ha2 is accepted and H02 is rejected. The most influential indicator in this variable is to compare (compare), this can be seen from the results of research which show that the majority of employees agree that superiors always ask to report the results of work that has been completed verbally or in writing, because if there is an error in the results of the work, it can be corrected immediately and the next job will be even better. This shows that the better the implementation of work supervision in the company, the better work productivity.

The variables of work discipline and work supervision simultaneously have a significant effect on the work productivity of BPJS Ketenagakerjaan Medan Utara Branch employees. Based on these results, Ha3 is accepted and H03 is rejected. The most influential indicator in this variable is Self-Development. This can be seen from the results of research which show that the majority of employees agree that employees always try to correct mistakes made at work. The results of the coefficient of determination show that the relationship between the independent variables, namely work discipline (X1) and work supervision (X2) on the dependent variable, namely work productivity (Y) has a positive relationship and is classified as very close. This shows that work discipline and work supervision can encourage better employee work productivity.

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