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THE EFFECT OF SUPERVISION, PROFESSIONALISM AND TEAMWORK ON EMPLOYEE PERFORMANCE OF PT. SARANA ABDI BAHAGIA MEDAN

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ABSTRACT

This study aims to analyze the influence of supervision, professionalism, and team collaboration on employee performance at PT. Sarana Abdi Bahagia Medan. The sample consisted of 37 respondents. The research employed a descriptive quantitative approach using multiple linear regression analysis. The results indicate that supervision, professionalism, and team collaboration simultaneously have a significant impact on employee performance. Individually, each variable also contributes to performance improvement. The adjusted R square value of 0.584 implies that 58.4% of the variability in employee performance can be explained by the three variables, while the remaining 41.6% is influenced by other factors not examined in this study. Therefore, it can be concluded that supervision, professionalism, and team collaboration play a substantial role in enhancing employee performance at PT. Sarana Abdi Bahagia Medan.

Keywords: Supervision, Professionalism, Team Collaboration, Performance, PT. Sarana Abdi Bahagia

INTRODUCTION

In general, employee performance reflects the various challenges companies face in improving workforce productivity. These challenges include low efficiency, lack of employee motivation, and a mismatch between employees' skills and job demands. Some companies report that inadequate supervision can lead to a decline in employee discipline when completing tasks, which ultimately reduces overall company productivity. Furthermore, a lack of professionalism is often a key factor behind poor performance, particularly in service and manufacturing industries that require technical skills and a strong work ethic.

According to Siregar et al., (2024), supervision is one of the crucial elements influencing employee performance. It is essential because, without proper oversight, individuals tend to engage in negative behaviors. This was observed at the Regional Secretariat of Labuhanbatu Regency, where employees were found to deviate from procedures and engage in non-work-related activities during office hours, resulting in decreased performance.

Meanwhile, Kusumastuti, as cited in Arizona et al., (2023), defines professionalism as the ability of an individual to perform duties in line with company standards, involving mastery of skills and a positive work attitude. A professional individual is typically able to complete tasks efficiently, accurately, and on time.

Ilham & Agustian, (2024), further assert that teamwork also significantly impacts employee performance. Effective and well-coordinated collaboration enables better achievement and work performance. Teamwork is considered an optimal organizational solution, as misaligned teams can hinder organizational processes. A strong team contributes to greater efficiency, allowing tasks to be completed more swiftly.

PT. Sarana Abdi Bahagia is a private company engaged in outsourcing services, established in 2021. As a business that heavily relies on the performance of its workforce to deliver services to clients, the company faces ongoing challenges in ensuring optimal employee productivity. Based on the 2024 Employee Performance Assessment Report of PT. Sarana Abdi Bahagia Medan, the evaluation results are as follows:

Table 1. Employee Performance Assessment Report of PT. Sarana Abdi Bahagia Medan in 2024

| Tahun | Semester | Penilaian Key Performance Indicator (KPI) | | | | | | Jumlah Karyawan |
|-------|----------|---|-------|----|-------|---|-------|-----------------|
| | | A | % | B | % | C | % | |
| 2024 | I | 18 | 48,64 | 12 | 32,43 | 7 | 18,91 | 37 |
| | II | 19 | 51,35 | 14 | 37,83 | 4 | 10,81 | 37 |

Source: PT. Sarana Abdi Bahagia Medan (2025)

Based on the 2024 Employee Performance Evaluation Report of PT. Sarana Abdi Bahagia Medan, there were observable changes in performance across semesters. In the first semester, 18 employees (48.64%) were categorized as A (good), 12 employees (32.43%) as B (adequate), and 7 employees (18.91%) as C (poor), from a total of 37 employees. In the second semester, the number in category A increased to 19 employees (51.35%), category B rose to 14 employees (37.83%), and category C decreased to 4 employees (10.81%). This indicates an improvement in performance, particularly in the good and adequate categories, while the number of employees with poor performance decreased.

However, field observations revealed that clients continued to express dissatisfaction, particularly regarding delays in task completion beyond the promised deadlines. This has led to client disappointment with the company's services. The root cause appears to be the lack of effective supervision from the company or its management. The absence of a structured and systematic supervision mechanism contributes to reduced customer satisfaction and hampers the achievement of organizational goals. Therefore, it is essential to implement a more structured supervision system to ensure that employees work in accordance with established standards.

Hasibuan, (2020), states that direct supervision is an effective method for maintaining employee discipline. In this context, supervisors are expected to actively monitor their subordinates' behavior, work ethic, morale, and performance. The presence of supervisors in the workplace enables real-time oversight, guidance, and support, especially for employees facing difficulties in completing tasks. Such supervision positively impacts employee discipline and morale, as they feel supported, guided, and closely monitored by their superiors.

Furthermore, professionalism plays a vital role in enhancing employee performance. At PT. Sarana Abdi Bahagia, there are indications that some employees have not yet demonstrated optimal professionalism, particularly in maintaining work discipline and fulfilling responsibilities. Instances of unprofessional behavior, such as tardiness and lack of skill in handling assigned tasks, are still evident.

This is consistent with the findings of Hermawan & Rizal, (2019), who highlighted that one of the significant obstacles often faced by regional governments, including in Liang Anggang District, is the misalignment between employee performance and public expectations. The lack of professional human resources, insufficient skills among civil servants, and limited administrative capacity hinder effective task execution.

Another issue affecting performance at PT. Sarana Abdi Bahagia is poor team collaboration. Several obstacles were identified in terms of coordination and communication among employees, leading to reduced group effectiveness and suboptimal task completion. Some teams experienced difficulties in working together due to the lack of shared responsibility and poor communication, ultimately affecting operational efficiency and service quality to clients.

This aligns with the study conducted by Kusuma & Sutanto, (2018), which found that at Zolid Agung Perkasa, inadequate teamwork, lack of coordination, limited awareness, and insufficient responsibility among employees led to declining performance. A lack of cohesion and minimal communication among team members, along with limited opportunities to meet and plan collaboratively, contributed to these challenges.

In light of these issues, this study aims to analyze the impact of supervision, professionalism, and team collaboration on employee performance at PT. Sarana Abdi Bahagia. By understanding the relationship among these variables, the findings are expected to provide strategic recommendations for the company to enhance employee performance through improved supervision, increased professionalism, and strengthened teamwork.

This research is also expected to contribute to the development of human resource management theory and serve as a reference for other organizations facing similar challenges. The findings may assist PT. Sarana Abdi Bahagia in formulating more effective and efficient human resource management policies.

The Influence of Supervision on Performance

Supervision plays a strategic role in the service sector in enhancing employee performance and ensuring the quality of service delivered to customers. It is considered a managerial function aimed at monitoring task implementation, evaluating it against established standards, and taking corrective action when deviations occur.

Given that service quality heavily relies on employee performance, effective supervision helps improve discipline, work efficiency, and maintain service standards. Moreover, supervision is essential to prevent operational errors and deviations that may reduce customer satisfaction.

Various supervisory methods can be implemented in service companies, including direct supervision by managers or supervisors of daily employee activities, as well as indirect supervision through performance reports, customer feedback, or technology-based monitoring systems.

According to Siagian (2020), supervision is the process of observing all organizational activities to ensure they are aligned with expectations. Busro, as cited in Zillah et al. (2022), emphasizes that supervision should be conducted in real time, so that immediate corrections can be made to prevent deviations.

With a well-structured and effective supervisory system, service-based companies can maintain employee performance, uphold service quality, and preserve customer satisfaction—all of which positively contribute to business growth and profitability.

H1: Supervision partially influences employee performance at PT. Sarana Abdi Bahagia Medan.

The Influence of Professionalism on Performance

Professionalism significantly contributes to performance in service companies, as service quality depends on the competence, work ethic, and responsibility of employees. Professionalism reflects the level of skill, commitment, and attitude an individual demonstrates in their work, which directly impacts the efficiency and effectiveness of service delivery.

Ardianingsih (2018) defines a professional as someone who works full-time and relies on specialized skills as a livelihood. Makhdum, as cited in Somantri (2021), adds that professionalism is shaped by experience and mastery of relevant knowledge and skills. Individuals with a clear understanding of their expertise tend to perform tasks more effectively than those who lack such clarity.

In service-based industries where direct customer interaction is key, professionalism plays a crucial role in building trust and loyalty. It is reflected in friendly behavior, effective communication, problem-solving abilities, and the capacity to provide tailored solutions. Moreover, professionalism includes a sense of responsibility for maintaining service quality and a willingness to engage in continuous learning and self-improvement. Companies that instill professionalism into their organizational culture will have a more competent workforce, better equipped to handle competition and boost overall performance.

H2: Professionalism partially influences employee performance at PT. Sarana Abdi Bahagia Medan.

The Influence of Teamwork on Performance

Teamwork is a critical determinant of performance within an organization, especially in the service sector, where success often depends on coordinated efforts among staff. Effective collaboration allows for efficient task distribution, enhances productivity, and fosters a positive and cohesive work environment.

Robbins & Judge (2020) explain that teams are a component of workgroups formed to create symbiosis through member interaction. This view helps organizations restructure workflows around teams. Management seeks to generate positive synergy to enhance overall performance.

Supporting this, Suhendi and Anggara, as cited in Husna (2021), describe teamwork as a group bound by harmonious interaction that drives personal and organizational growth.

In service companies, teamwork is vital for maintaining consistent service quality. Employees within well-functioning teams adapt more readily to change, share information quickly, and manage customer complaints more effectively. Teamwork also boosts motivation through shared responsibility and collective ownership of organizational success. Therefore, organizations that foster strong teamwork cultures are more likely to achieve high performance, increase customer satisfaction, and remain competitive in the service industry.

H3: Teamwork partially influences employee performance at PT. Sarana Abdi Bahagia Medan.

The Influence of Supervision, Professionalism, and Teamwork on Performance

Supervision, professionalism, and teamwork are three essential components that collectively impact performance within organizations, especially in the service sector. Effective supervision ensures tasks are carried out according to established standards. Professionalism guarantees the quality and accountability of work, while teamwork ensures smooth collaboration in task execution.

In service-based organizations, where success relies heavily on employee interactions and customer satisfaction, the combination of structured supervision, strong professionalism, and effective teamwork contributes to optimal performance.

Handoko (2019) defines supervision as a systematic effort to establish performance standards based on organizational goals, design feedback systems, compare actual performance to expectations, identify deviations, and implement corrective actions to ensure efficient and effective use of resources in achieving objectives.

Siagian (2020) describes professionalism as the ability and reliability in task execution, resulting in high-quality outcomes, timely completion, accuracy, and clarity—making processes easy to follow for customers. Sopiah (2018) emphasizes that teams are groups whose coordinated individual efforts yield greater performance outcomes than the sum of their individual inputs, creating positive synergy.

By integrating these three factors, companies can strengthen their competitive advantage, retain customer loyalty, and achieve sustainable growth. Strong supervision ensures that all operations adhere to standards; high employee professionalism builds customer trust and satisfaction; and solid teamwork enables efficient, innovative solutions—making organizations more agile in facing industry competition.

H4: Supervision, professionalism, and teamwork simultaneously influence employee performance at PT. Sarana Abdi Bahagia Medan

The following is an illustration of the conceptual framework used in this study:

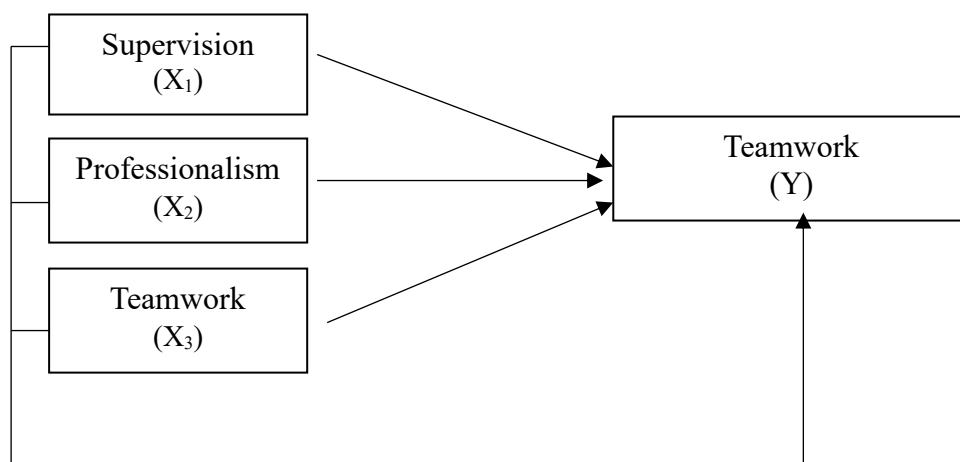


Figure 1. Conceptual Framework

METHODS

This study employs a quantitative research approach. According to Sugiyono (2019), quantitative research is based on the philosophy of positivism and is used to examine specific populations or samples. Data is collected using research instruments and analyzed quantitatively or statistically with the aim of testing pre-established hypotheses. This research is associative in nature, meaning it seeks to determine the relationship between two or more variables.

The population in this study includes all employees of PT Sarana Abdi Bahagia Medan, totaling 37 individuals. Referring to Arikunto (2019), if the population is fewer than 100 individuals, the entire population can be used as the sample. However, if it exceeds 100, a

sample of 10–15% or 20–25% may be taken. Based on this guideline, the researcher decided to use all 37 employees as the sample, as the population is under 100.

Data collection in this research aims to obtain accurate, valid, and relevant information to support analysis and objective conclusion drawing. The data collection techniques include questionnaires, interviews, and literature studies. A Likert scale is used for measurement, and the data is processed using SPSS version 27.0

RESULTS AND DISCUSSION

Respondents' Responses to the Supervision Variable

Based on the questionnaire responses from 37 participants in this study, the frequency distribution of answers related to the supervision variable is as follows:

Table 2. Respondents' Responses to the Supervision Variable

| Butir | SS | | S | | KS | | TS | | STS | | Total | |
|-------|----|-------|----|-------|----|-------|----|-------|-----|---|-------|-----|
| | F | % | F | % | F | % | F | % | F | % | F | % |
| P1 | 3 | 8,11 | 21 | 56,76 | 12 | 32,43 | 1 | 2,70 | - | - | 37 | 100 |
| P2 | 10 | 27,03 | 16 | 43,24 | 8 | 21,62 | 3 | 8,11 | - | - | 37 | 100 |
| P3 | 12 | 32,43 | 17 | 45,95 | 6 | 16,22 | 2 | 5,41 | - | - | 37 | 100 |
| P4 | 10 | 27,03 | 17 | 45,95 | 5 | 13,51 | 5 | 13,51 | - | - | 37 | 100 |

Source: Primary Data (2025)

Based on Table 2, respondents' feedback on each statement in the questionnaire can be summarized as follows:

For the statement regarding their understanding of the work standards applied by the company, 21 respondents (56.76%) agreed, 13 respondents (32.43%) somewhat disagreed, 3 respondents (8.11%) strongly agreed, and 1 respondent (2.70%) disagreed. None of the respondents strongly disagreed.

Regarding the statement that performance evaluations are conducted objectively and fairly, 16 respondents (43.24%) agreed, 10 respondents (27.03%) strongly agreed, 8 respondents (21.62%) somewhat disagreed, and 3 respondents (8.11%) disagreed. No one strongly disagreed.

For the statement stating that their work results are always compared to predetermined standards, 17 respondents (45.95%) agreed, 12 respondents (32.43%) strongly agreed, 6 respondents (16.22%) somewhat disagreed, and 2 respondents (5.41%) disagreed. Again, no respondents selected "strongly disagree."

Regarding the statement about whether supervisors regularly provide feedback on their performance, 17 respondents (45.95%) agreed, 10 respondents (27.03%) strongly agreed, 5 respondents (13.51%) somewhat disagreed, and 5 respondents (13.51%) disagreed. None of the respondents strongly disagreed.

Respondents' Responses to the Professionalism Variable

Based on the questionnaire responses from 37 participants in this study, the frequency distribution of answers related to the professionalism variable is as follows:

Table 3. Respondents' Responses to the Professionalism Variable

| Butir | SS | | S | | KS | | TS | | STS | | Total | |
|-------|----|-------|----|-------|----|-------|----|-------|-----|---|-------|-----|
| | F | % | F | % | F | % | F | % | F | % | F | % |
| P5 | 4 | 10,81 | 22 | 59,46 | 10 | 27,03 | 1 | 2,70 | - | - | 37 | 100 |
| P6 | 8 | 21,62 | 23 | 62,16 | 6 | 16,22 | - | - | - | - | 37 | 100 |
| P7 | 9 | 24,32 | 19 | 51,35 | 8 | 21,62 | 1 | 2,70 | - | - | 37 | 100 |
| P8 | 7 | 18,92 | 18 | 48,65 | 8 | 21,62 | 4 | 10,81 | - | - | 37 | 100 |
| P9 | 7 | 18,92 | 16 | 43,24 | 10 | 27,03 | 4 | 10,81 | - | - | 37 | 100 |

Source: Primary Data (2025)

As shown in Table 3, respondents' reactions to each item can be summarized as follows:

For the statement regarding feeling a sense of social responsibility in performing their job, 22 respondents (59.46%) agreed, 10 respondents (27.03%) somewhat disagreed, 4 respondents (10.81%) strongly agreed, and 1 respondent (2.70%) disagreed. No respondents selected "strongly disagree."

Concerning the statement that they always strive to carry out their duties with full responsibility, 23 respondents (62.16%) agreed, 8 respondents (21.62%) strongly agreed, and 6 respondents (16.22%) somewhat disagreed. No respondents chose "disagree" or "strongly disagree."

In response to the statement that they are able to work independently without relying entirely on supervisors' directions, 19 respondents (51.35%) agreed, 9 respondents (24.32%) strongly agreed, 8 respondents (21.62%) somewhat disagreed, and 1 respondent (2.70%) disagreed. No one selected "strongly disagree."

Regarding adherence to company regulations and professional codes of ethics, 18 respondents (48.65%) agreed, 8 respondents (21.62%) somewhat disagreed, 7 respondents (18.92%) strongly agreed, and 4 respondents (10.81%) disagreed. Again, no responses were recorded for "strongly disagree."

Lastly, for the statement about maintaining good relationships with colleagues in the same profession, 16 respondents (43.24%) agreed, 10 respondents (27.03%) somewhat disagreed, 7 respondents (18.92%) strongly agreed, and 4 respondents (10.81%) disagreed. No respondents selected "strongly disagree" for this item.

Respondents' Responses to the Teamwork Variable

Based on the questionnaires distributed to 37 respondents in this study, the frequency distribution of responses to the teamwork variable is as follows:

Table 4. Respondents' Responses to the Teamwork Variable

| Butir | SS | | S | | KS | | TS | | STS | | Total | |
|-------|----|-------|----|-------|----|-------|----|-------|-----|---|-------|-----|
| | F | % | F | % | F | % | F | % | F | % | F | % |
| P10 | 8 | 21,62 | 23 | 62,16 | 5 | 13,51 | 1 | 2,70 | - | - | 37 | 100 |
| P11 | 9 | 24,32 | 20 | 54,05 | 6 | 16,22 | 2 | 5,41 | - | - | 37 | 100 |
| P12 | 10 | 27,03 | 19 | 51,35 | 4 | 10,81 | 4 | 10,81 | - | - | 37 | 100 |
| P13 | 5 | 13,51 | 21 | 56,76 | 7 | 18,92 | 4 | 10,81 | - | - | 37 | 100 |

Source: Primary Data (2025)

As presented in Table 4, respondents' feedback on each statement item can be summarized as follows:

For the statement that each team member has a shared understanding of the team's direction and goals, 23 respondents (62.16%) agreed, 8 respondents (21.62%) strongly agreed, 5 respondents (13.51%) somewhat disagreed, and 1 respondent (2.70%) disagreed. No respondents selected "strongly disagree."

Regarding the statement that their supervisor appreciates good performance, 20 respondents (54.05%) agreed, 9 respondents (24.32%) strongly agreed, 6 respondents (16.22%) somewhat disagreed, and 2 respondents (5.41%) disagreed. No one responded with "strongly disagree."

On the statement that team members help one another in completing tasks, 19 respondents (51.35%) agreed, 10 respondents (27.03%) strongly agreed, and both 4 respondents (10.81%) answered "somewhat disagree" and "disagree." None selected "strongly disagree."

Lastly, for the statement about coordination between departments supporting smooth team operations, 21 respondents (56.76%) agreed, 7 respondents (18.92%) somewhat disagreed, 5 respondents (13.51%) strongly agreed, and 4 respondents (10.81%) disagreed. No responses were recorded for "strongly disagree."

Respondents' Responses to the Performance Variable

Based on the questionnaire distributed to 37 respondents in this study, the frequency distribution of responses regarding the performance variable is summarized as follows:

Table 5. Respondents' Responses to the Performance Variable

| Butir | SS | | S | | KS | | TS | | STS | | Total | |
|-------|----|-------|----|-------|----|-------|----|-------|-----|---|-------|-----|
| | F | % | F | % | F | % | F | % | F | % | F | % |
| P14 | 9 | 24,32 | 22 | 59,46 | 4 | 10,81 | 2 | 5,41 | - | - | 37 | 100 |
| P15 | 10 | 27,03 | 18 | 48,65 | 4 | 10,81 | 5 | 13,51 | - | - | 37 | 100 |
| P16 | 14 | 37,84 | 19 | 51,35 | 1 | 2,70 | 3 | 8,11 | - | - | 37 | 100 |
| P17 | 1 | 2,70 | 30 | 81,08 | 4 | 10,81 | 2 | 5,41 | - | - | 37 | 100 |
| P18 | - | - | 32 | 86,49 | 3 | 8,11 | 2 | 5,41 | - | - | 37 | 100 |

Source: Primary Data (2025)

As shown in Table 5, respondents' answers to each statement item are as follows:

Regarding the statement about being able to complete tasks in accordance with the set target, 22 respondents (59.46%) agreed, 9 respondents (24.32%) strongly agreed, 4 respondents (10.81%) somewhat disagreed, and 2 respondents (5.41%) disagreed. None selected "strongly disagree."

For the statement that they always strive to produce work of the highest quality, 18 respondents (48.65%) agreed, 10 respondents (27.03%) strongly agreed, 5 respondents (13.51%) disagreed, and 4 respondents (10.81%) somewhat disagreed. No respondents chose "strongly disagree."

In response to the statement that tasks are completed within the given deadlines, 19 respondents (51.35%) agreed, 14 respondents (37.84%) strongly agreed, 3 respondents (8.11%) disagreed, and 1 respondent (2.70%) somewhat disagreed. None selected "strongly disagree."

On the statement that they rarely miss work and consistently arrive on time, 30 respondents (81.08%) agreed, 4 respondents (10.81%) somewhat disagreed, 2 respondents (5.41%) disagreed, and 1 respondent (2.70%) strongly agreed. No one selected "strongly disagree."

Finally, regarding having adequate skills to perform tasks effectively, 32 respondents (86.49%) agreed, 3 respondents (8.11%) somewhat disagreed, and 2 respondents (5.41%) disagreed. None selected “strongly agree” or “strongly disagree.”

Validity Test

The validity test in this study was conducted using the following criteria: (1) If the calculated r-value (r-count) is greater than the r-table, the question item is considered valid; (2) If the r-count is less than the r-table, the item is deemed invalid. An item is said to be valid if the *Corrected Item-Total Correlation* value shows a significant relationship between the item and the total score. This correlation is used to determine whether each item effectively measures what it is intended to measure. With a significance level of 5% ($\alpha = 0.05$) and a sample size of 30 respondents ($N = 30$), the critical r-table value is 0.361.

Table 6. Validity Test

| Variabel | Butir | Rhitung | Rtabel | Keterangan |
|--------------------------------------|-------|---------|--------|------------|
| Supervision (X ₁) | P1 | 0,516 | 0,361 | Valid |
| | P2 | 0,619 | 0,361 | Valid |
| | P3 | 0,530 | 0,361 | Valid |
| | P4 | 0,381 | 0,361 | Valid |
| Professionalism (X ₂) | P5 | 0,697 | 0,361 | Valid |
| | P6 | 0,781 | 0,361 | Valid |
| | P7 | 0,782 | 0,361 | Valid |
| | P8 | 0,811 | 0,361 | Valid |
| | P9 | 0,613 | 0,361 | Valid |
| Teamwork (X ₃) | P10 | 0,525 | 0,361 | Valid |
| | P11 | 0,456 | 0,361 | Valid |
| | P12 | 0,562 | 0,361 | Valid |
| | P13 | 0,494 | 0,361 | Valid |
| Performance (X ₃) | P14 | 0,550 | 0,361 | Valid |
| | P15 | 0,552 | 0,361 | Valid |
| | P16 | 0,637 | 0,361 | Valid |
| | P17 | 0,789 | 0,361 | Valid |
| | P18 | 0,641 | 0,361 | Valid |

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on the test results for the 18 statement items across all variables, each item's r-count exceeded the r-table value of 0.361. Therefore, all questionnaire items are confirmed to be valid and suitable as research instruments.

Reliability Test

The reliability of the instrument was evaluated using Cronbach's Alpha method. The criteria for determining reliability are as follows: (1) If the reliability coefficient is greater than 0.6, the instrument is considered reliable; (2) If the coefficient is less than 0.6, the instrument is not considered reliable.

Table 7. Reliability Test

| Variabel | Cronbach's Alpha | Standart Reliabel | Keterangan |
|-----------------|------------------|-------------------|------------|
| Supervision | 0,719 | 0,60 | Reliabel |
| Professionalism | 0,891 | 0,60 | Reliabel |
| Teamwork | 0,715 | 0,60 | Reliabel |
| Performance | 0,823 | 0,60 | Reliabel |

Source: Primary Data (processed with SPSS 27.0; 2025)

According to the summary of results presented in the previous table, the Cronbach's Alpha values for all variables were found to be greater than 0.60. Hence, it can be concluded that all items in the instrument are reliable and consistent, making them appropriate for use in further analysis. This means the questionnaire produces stable and dependable results even when applied across different times or study designs.

Descriptive Analysis of Variables

Table 8. Descriptive Variables

| | Pengawasan | Profesionalisme | Kerjasama | Tim | Kinerja |
|----------------|------------|-----------------|-----------|-------|---------|
| N | Valid | 37 | 37 | 37 | 37 |
| | Missing | 0 | 0 | 0 | 0 |
| Mean | 15.51 | 19.27 | 15.68 | 19.73 | |
| Median | 16.00 | 20.00 | 16.00 | 20.00 | |
| Mode | 16 | 18 ^a | 16 | 22 | |
| Std. Deviation | 2.399 | 2.815 | 2.237 | 2.400 | |
| Range | 10 | 13 | 9 | 10 | |
| Minimum | 9 | 11 | 10 | 13 | |
| Maximum | 19 | 24 | 19 | 23 | |

a. Multiple modes exist. The smallest value is shown

Source: Primary Data (processed with SPSS 27.0; 2025)

Supervision (X1) has a minimum value of 9, a maximum value of 19, a range of 10, a mean of 15.51, a median of 16.00, a mode of 16, and a standard deviation of 2.399. Professionalism (X2) has a minimum value of 11, a maximum value of 24, a range of 13, a mean of 19.27, a median of 20.00, a mode of 18, and a standard deviation of 2.815. Teamwork (X3) has a minimum value of 10, a maximum value of 19, a range of 9, a mean of 15.68, a median of 16.00, a mode of 16, and a standard deviation of 2.237. Performance (Y) has a minimum value of 13, a maximum value of 23, a range of 10, a mean of 19.73, a median of 20.00, a mode of 22, and a standard deviation of 2.400.

Normality Test

Normality assessment can be carried out using graphical analysis by examining the histogram and the normal probability plot. The normality of the data can be evaluated based on the pattern of point distribution along the diagonal axis of the plot and the shape of the residual histogram.

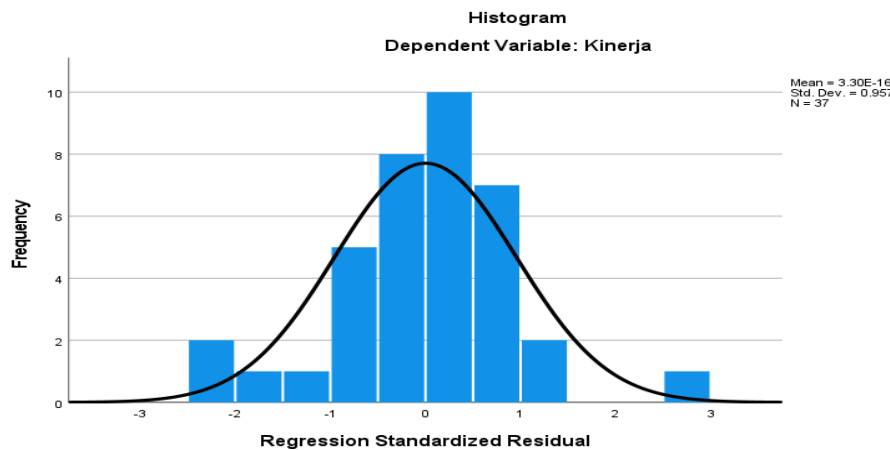


Figure 2. Normality Test with Histogram Graph

Based on Figure 2, the histogram demonstrates a bell-shaped distribution pattern, without skewness to the left or right. Therefore, the regression model meets the assumption of normality, as the data exhibits a normal distribution according to the criteria of graphical analysis.

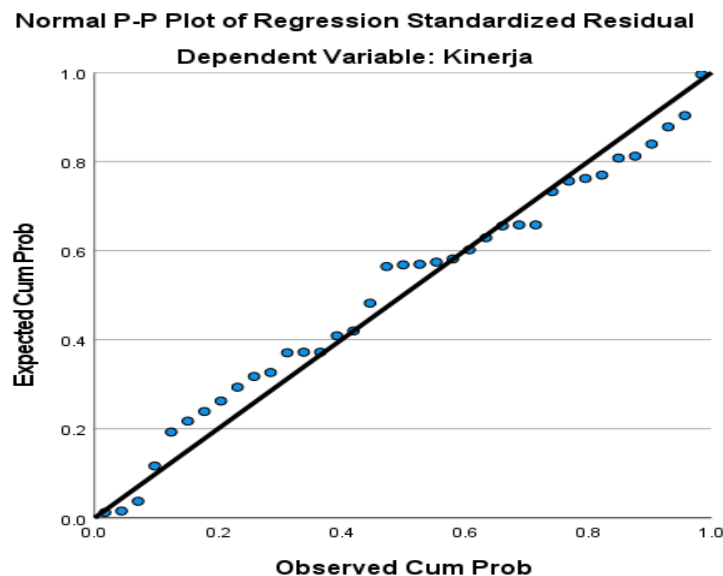


Figure 3. Normality Test with Probability Plot

In Figure 3, the normal probability plot shows that the data points are scattered around and follow the direction of the diagonal line. This indicates that the regression model satisfies the normality assumption, as it meets the first criterion of graphical analysis—namely, that the data is normally distributed.

To further validate this, a statistical normality test was conducted using the non-parametric Kolmogorov-Smirnov (K-S) method. The testing criteria are as follows: (1) If the Asymp. Sig (2-tailed) value is greater than 0.05, the data does not deviate from a normal distribution; (2) If the Asymp. Sig (2-tailed) value is less than 0.05, the data deviates from a normal distribution.

Table 9. Kolmogorov Smirnov (K-S) Normality Test

| One-Sample Kolmogorov-Smirnov Test | | Unstandardized Residual |
|--|-------------------------------------|-------------------------|
| N | | 37 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 1.48114420 |
| Most Extreme Differences | Absolute | .108 |
| | Positive | .069 |
| | Negative | -.108 |
| Test Statistic | | .108 |
| Asymp. Sig. (2-tailed) ^c | | .200 ^d |
| Monte Carlo Sig. (2-tailed) ^e | Sig. | .329 |
| | 99% Confidence Interval Lower Bound | .316 |
| | Upper Bound | .341 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on Table 9, the Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05, indicating that the residuals are normally distributed. This result aligns with the previous graphical analysis, which also confirmed that the data follows a normal distribution.

Multicollinearity Test

Although the data demonstrates a normal distribution, this alone is not sufficient to confirm its suitability for further testing. Therefore, a multicollinearity test was conducted by comparing the tolerance and Variance Inflation Factor (VIF) values, as shown in the statistical table below:

Table 10. Multicollinearity Test

| | | <i>Coefficients^a</i> | |
|-------|-----------------|---------------------------------|------------|
| | | <i>Collinearity Statistics</i> | |
| Model | | <i>Tolerance</i> | <i>VIF</i> |
| 1 | (Constant) | | |
| | Supervision | 0,518 | 1,931 |
| | Professionalism | 0,925 | 1,082 |
| | Teamwork | 0,498 | 2,008 |

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on the statistical data presented, each independent variable shows a tolerance value for supervision (0.518), professionalism (0.925), and teamwork (0.498), all of which are greater than 0.1. In addition, the VIF values for supervision (1.931), professionalism (1.082), and teamwork (2.008) are all below 10. These results indicate that there are no multicollinearity issues within the dataset.

Heteroscedasticity Test

The final classical assumption test was carried out by examining the scatterplot in the heteroscedasticity test, as shown in the figure below:

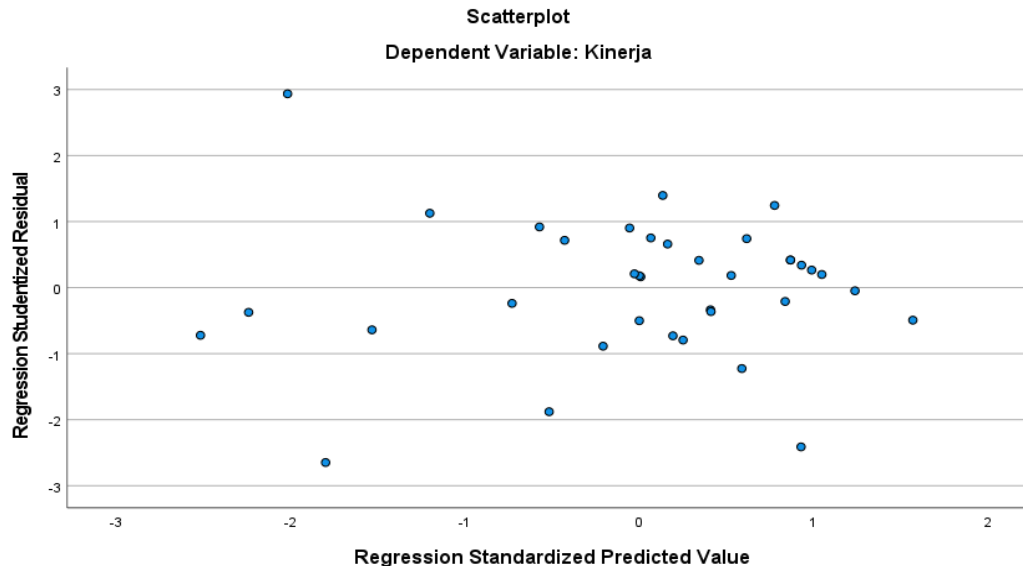


Figure 4. Scatterplot Graph Display

Based on the observation of the scatterplot, which was used to assess heteroscedasticity, all 37 data points representing the respondents were evenly distributed around the zero point on both the X and Y axes. This pattern indicates that the research data does not exhibit signs of heteroscedasticity.

Multiple Linear Regression Analysis

This study aims to determine the extent to which supervision, professionalism, and teamwork influence employee performance at PT Sarana Abdi Bahagia Medan, as shown in the statistical table below:

Table 11. Multiple Linear Regression Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|-------|-----------------|-----------------------------|------------|---------------------------|
| | | B | Std. Error | Beta |
| 1 | (Constant) | 3,521 | 2,321 | |
| | Supervision | 0,407 | 0,149 | 0,407 |
| | Professionalism | 0,230 | 0,095 | 0,269 |
| | Teamwork | 0,349 | 0,163 | 0,326 |

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on the table, the regression equation is as follows:

$$Y = 3.521 + 0.407X_1 + 0.230X_2 + 0.349X_3$$

The constant value of 3.521 indicates that if the variables of supervision, professionalism, and teamwork have no contribution (value of zero), the employee performance score will be 3.521. The regression coefficient for supervision is 0.407, meaning that an increase of one unit in supervision will lead to a 0.407 unit increase in employee performance. The coefficient for professionalism is 0.230, which implies that each one-unit increase in professionalism will raise employee performance by 0.230 units. Meanwhile, the

coefficient for teamwork is 0.349, indicating that a one-unit increase in teamwork will result in a 0.349 unit improvement in employee performance.

Simultaneous Test (F-Test)

The hypothesis was tested simultaneously using the following decision criteria: (1) H_0 is accepted if the calculated F value (F_{count}) is less than the F table value (F_{table}) at a 5% significance level, and (2) H_a is accepted if F_{count} is greater than F_{table} at the same significance level. The F_{table} value is determined based on the degrees of freedom: $df_1 = (k - 1) = (4 - 1 = 3)$ and $df_2 = (n - k) = (37 - 3 = 34)$, resulting in an F_{table} value of 2.883 at $\alpha = 0.05$. This value is then compared with the F_{count} to assess the joint significance of the variables.

Table 12. Simultaneous Test

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 128.321 | 3 | 42.774 | 17.873 | .000 ^b |
| | Residual | 78.976 | 33 | 2.393 | | |
| | Total | 207.297 | 36 | | | |

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Stres Kerja, Perilaku Kerja, Pengalaman Kerja

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on the results, the F_{count} is 17.873, which is greater than F_{table} ($17.873 > 2.883$), and the significance value is 0.00 (< 0.05). Therefore, it can be concluded that the independent variables—supervision, professionalism, and teamwork—have a positive and significant simultaneous effect on the dependent variable, which is employee performance at PT Sarana Abdi Bahagia Medan.

Partial Test (t-Test)

Partial hypothesis testing is conducted using the following decision criteria: (1) H_0 is accepted if the t-calculated value is less than the t-table value at a significance level of $\alpha = 5\%$, and (2) H_a is accepted if the t-calculated value exceeds the t-table value at $\alpha = 5\%$. The t-table value is determined based on degrees of freedom ($df = n - k$), which is $(37 - 3 = 34)$. At a 0.05 significance level, the t-table value is 2.032. This value is then compared to the t-calculated values to assess the significance of each variable's effect.

Table 13. Partial Test Coefficients^a

| Model | | t | Sig. |
|-------|-----------------|-------|-------|
| 1 | (Constant) | 1,517 | 0,139 |
| | Supervision | 2,723 | 0,010 |
| | Professionalism | 2,410 | 0,022 |
| | Teamwork | 2,138 | 0,040 |

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on Table 13, the t-calculated values for each independent variable can be compared with the t-table value to determine whether the variable significantly affects the dependent variable. The partial test results are as follows:

The supervision variable has a t-calculated value of 2.723, which is greater than the t-table value of 2.032 ($2.723 > 2.032$), with a significance value of 0.010 (< 0.05). Therefore, H_a is accepted and H_0 is rejected, indicating that supervision has a positive and significant effect on the performance of employees at PT Sarana Abdi Bahagia Medan.

The professionalism variable has a t-calculated value of 2.410, also greater than the t-table value of 2.032 ($2.410 > 2.032$), with a significance level of 0.022 (< 0.05). Hence, H_a is accepted and H_0 is rejected, showing that professionalism has a positive and significant impact on employee performance at the 95% confidence level.

The teamwork variable shows a t-calculated value of 2.138, which exceeds the t-table value of 2.032 ($2.138 > 2.032$), with a significance value of 0.040 (< 0.05). Thus, H_a is accepted and H_0 is rejected, indicating that teamwork has a positive and significant influence on the performance of employees at PT Sarana Abdi Bahagia Medan.

Coefficient of Determination (R^2 -Test)

Table 14. Coefficient of Determination Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0,787 ^a | 0,619 | 0,584 | 1,547 |

a. Predictors: (Constant) Supervision, Professionalism, teamwork

b. Dependent Variable: Performance

Source: Primary Data (processed with SPSS 27.0; 2025)

Based on the analysis of the coefficient of determination, the adjusted R square value is 0.584. This indicates that 58.4% of the variation in employee performance can be explained by the influence of supervision, professionalism, and teamwork. Meanwhile, the remaining 41.6% is influenced by other factors not examined in this study. Since the adjusted R square value exceeds 0.5, it suggests that these three independent variables contribute significantly and strongly to the performance of employees at PT Sarana Abdi Bahagia Medan.

The Effect of Supervision, Professionalism, and Teamwork on Performance

Based on the test results, supervision, professionalism, and teamwork variables simultaneously exert a positive and significant influence on employee performance at PT Sarana Abdi Bahagia Medan. This is shown by the F-value of 17.873, which is higher than the F-table value of 2.883 ($F_{\text{count}} > F_{\text{table}}$), with a significance level of $0.00 < 0.05$. Thus, the alternative hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected.

These findings are consistent with the study by Lumenta et al., (2024), which showed that individual characteristics, professionalism, and teamwork jointly affect work productivity among employees at Pegadaian Regional Office in Manado, based on one-way regression (ANOVA) involving 54 respondents.

Sari et al., (2025), also found that both supervision and teamwork have a positive and significant impact on performance. This implies that improvements in these variables can enhance employee performance.

Dewi & Hastini, (2025), confirmed similar findings, where professionalism, managerial skills, and teamwork significantly influenced employee performance. This was supported by the F-test, which led to the rejection of the null hypothesis and acceptance of the alternative hypothesis.

The Effect of Supervision on Performance

According to the t-test results, supervision has a positive and significant effect on the performance of employees at PT Sarana Abdi Bahagia Medan. The t-value of 2.723 is greater than the t-table value of 2.032, and the significance level is $0.010 < 0.05$. Therefore, the alternative hypothesis is accepted.

This is in line with the research by Siregar et al., (2024), which found that supervision, work experience, work ethic, training, and performance improvement all significantly influence the performance of employees at the Regional Secretariat of Labuhanbatu Regency.

Koyo et al., (2022), also found that supervision significantly affects employee performance, highlighting the need for management to enhance supervisory functions to improve performance at PT Pegadaian (Persero) Regional Office 5 Manado.

Najriyana & Rahman, (2021), found a t-value of $10.898 > 2.042$, indicating that supervision significantly influences employee performance at CV Options House Tanjung, Tabalong Regency, leading to the acceptance of the first hypothesis (H_a).

The Effect of Professionalism on Performance

The t-test results indicate that professionalism has a positive and significant effect on employee performance at PT Sarana Abdi Bahagia Medan, with a t-value of $2.410 > 2.032$ and a significance level of $0.022 < 0.05$. Thus, the alternative hypothesis is accepted.

This finding aligns with Maksum et al., (2022), who concluded that professionalism, job characteristics, and work culture significantly affect the performance of non-medical staff at Raden Mataher General Hospital in Jambi.

Kemuning & Puji, (2024), also support this, reporting a t-value of $3.385 > 1.68709$ and significance of $0.002 < 0.05$, indicating that work professionalism positively and significantly influences purchasing decisions.

Andini et al., (2024), found that professionalism has a significant partial effect on employee performance at the Regional Revenue Agency of Tasikmalaya City, with a t-value of $7.824 > 1.677$ and significance of $0.000 < 0.05$.

The Effect of Teamwork on Performance

Based on the t-test results, teamwork has a positive and significant influence on employee performance at PT Sarana Abdi Bahagia Medan. The t-value is $2.138 > 2.032$, and the significance level is $0.040 < 0.05$, leading to acceptance of the alternative hypothesis.

Fristky & Suwarni, (2023), stated that teamwork and communication both positively and significantly influence performance.

Fatahuddin et al., (2024), found that teamwork significantly affects employee performance, supported by a t-value of $6.438 > 1.6725$ and a significance level of $0.00 < 0.05$.

Ilham & Agustian, (2024), reported a significance value of $0.000 < 0.05$ and a t-value of $8.222 > 1.988$ for teamwork, indicating that teamwork positively affects employee performance at the Investment and One-Stop Integrated Services Agency (DPMPTSP) of Palembang City.

CONCLUSION

Based on the findings and data analysis, it can be concluded that:

Simultaneously, supervision, professionalism, and teamwork have a positive and significant influence on the performance of employees at PT Sarana Abdi Bahagia Medan. Partially, each of these variables also has a positive and significant effect on performance. The coefficient of determination (adjusted R square) is 0.584, meaning that 58.4% of the variation

in performance is explained by the three independent variables, while the remaining 41.6% is attributed to other factors not examined in this study. This indicates a strong contribution of supervision, professionalism, and teamwork to employee performance, as the adjusted R square exceeds 0.5.

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