

The Influence Of Work Motivation And Supervision On Performance With Work Discipline As An Intervening Variable (Case Study in Food Security Service and Binjai City Agriculture)

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Abstract: This study aims to determine whether work motivation and supervision affect employee performance through work discipline as an intervening variable at the Food Security and Agriculture Office of the City of Binjai. The study was conducted on 91 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program basics.

Keywords: Work Motivation, Supervision, Work Discipline, Performance

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1. INTRODUCTION

[1] Sunyoto (2012) states that every company must be professional in managing company resources. Human resources (HR) play the most important role in organization or company compared to other resources. Human Resources (HR) is the most expensive and valuable asset compared to other types of assets in an organization, because HR is the prime mover of an organization. HR must be managed optimally, continuously and given extra attention and need to pay attention to their rights, besides that HR is a management partner in achieving organizational goals. Thus HR must always pay attention to the development of discipline, especially in line with developments in the current era of globalization which is full of competition. Implementation of the activities of an organization without a supporting work



motivation can automatically result in decreased work discipline and will have a direct effect on other activities. Therefore an effective system is needed so that it is expected to have a positive impact on organizational development. According to [2] (Noor, 2013) work motivation is a state or condition that encourages, stimulates or moves a person to carry out a work task mandated to him so that he can achieve his organizational goals. According to [3] Kurnia et al., (2019) Motivation is the provision of driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. The relationship between work motivation is very important in efforts to improve employee performance. The low work motivation given to the empowerment of Human Resources (HR) will affect the performance of professional members of the organization and also the work ethic (Darma Tintri, 2005).

Based on the phenomena that occur in the Food Security and Agriculture Office of the City of Binjai, the researcher is interested in conducting a study related to this phenomenon with the title "**The Influence of Work Motivation and Supervision on Performance with Work Discipline as an Intervening Variable in the Office of Food Security and Agriculture in the City of Binjai**".

2. LITERATURE REVIEW

Performance

Basically performance is something that is individual, because each employee has a different level of ability in carrying out their duties. According to Mangkunegara, (2014 : 18) argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From the understanding of the experts above, it can be concluded that performance researchers are the quality and quantity of achieving tasks, whether carried out by individuals, groups or companies.

Performance appraisal is basically a key factor for developing an organization effectively and efficiently, due to better policies or programs for existing human resources in the organization. Individual performance appraisal is very useful for the dynamics of organizational growth as a whole, through this assessment it can be known the actual condition of how the employee's performance is. As for performance appraisal according to Mangkunegara, (2013 : 69) says that "Performance appraisal is a process of assessing employee performance systematically by company leaders based on the work assigned to them".

Work Discipline

Discipline is an attitude that cannot arise by itself towards employees, to give birth to a disciplined attitude, this attitude must always be trained and applied to employees. According to (Afandi, 2016: 1) Work discipline is an order or regulation made by the management of an organization, approved by the board of commissioners or owners of capital, agreed upon by the union and known by the labor service so that people who are members of the organization are subject to rules that exist with pleasure, so that they are created and formed through a process of a series of behaviors that show the values of obedience, order, and order. Based on the explanation above, it can be concluded that work discipline is a tool used by managers so that employees want to obey and be aware of all applicable regulations.

Meanwhile (Mangkunegara, 2013: 129) suggests a form of work discipline, namely:

1. Preventive Discipline
Is an effort to move employees to follow and comply with work guidelines, or rules outlined by the company.
2. Corrective Discipline
Is an effort to move employees in a rule and direct them to comply with the rules in accordance with the guidelines that apply to the company.
3. Progressive Discipline
It is an activity that provides for more severe penalties for repeated offences .

Work Motivation

Human resources are an important part of the company's activities, so that the continuity of the company's activities also depends on the support of qualified and competent human resources. To be able to increase employee job satisfaction at work, the company needs to provide effective and targeted motivation to employees.

Employees who have been properly motivated will, with awareness and self-will, work better and provide maximum work productivity for the progress and interests of the company in achieving its goals.

According to (Sutrisno, 2010: 110), "motivation is giving or generating motives or it can also be interpreted as things or circumstances that become motives. So motivation is something that raises enthusiasm or encouragement to work.

Supervision

A good monitoring system is very important and influential in the process of implementing activities, both in government and private organizations. The purpose of supervision is to observe what actually happened and compare it with what should have happened with the intention of taking the necessary corrective action as soon as possible

According to (Handoko, 2016: 359) supervision is a process to ensure that organizational and management goals are achieved.

2.1. Empirical Analysis

The research was conducted at the Department of Food Security and Agriculture, Binjai City, which is located at Jalan Jambi, No. 7, West Rambung, South Binjai District, Binjai City .

The population in this study were all permanent employees (PNS) at the Binjai City Food and Agriculture Security Service, which were recorded in December 2022, totaling 91 people. Due to the small number of population, the sampling technique in this study is a saturated sample, which means that the total sample uses the entire population .

This research is included in the associative research approach quantitative. This study examines the relationship between the variables Work Motivation (X_1) and Supervision (X_2) to the Performance variable (Y) and Work Discipline (Z) as the intervening variable . In this study the approach used is approach quantitative because the data used to analyze the influence between variables expressed by numbers or a numerical scale (Kuncoro, 2011, in Wulandari, 2015).

Data collection techniques used are:

1. List of questions (Questionnaire), by making a list of questions in the form of a questionnaire addressed to employees.
2. Documentation study, by collecting company/agency data related to research purposes.

The hypothesis of this research is:

H1: Work motivation has a significant effect on work discipline.

H2: Supervision has a significant effect on work discipline.

H3: Work motivation has a significant effect on performance.

H4: Supervision has a significant effect on performance.

H5: Work discipline has a significant effect on performance

H6: Work motivation has a significant effect on performance through work discipline.

H7: Supervision has a significant effect on performance through work discipline.

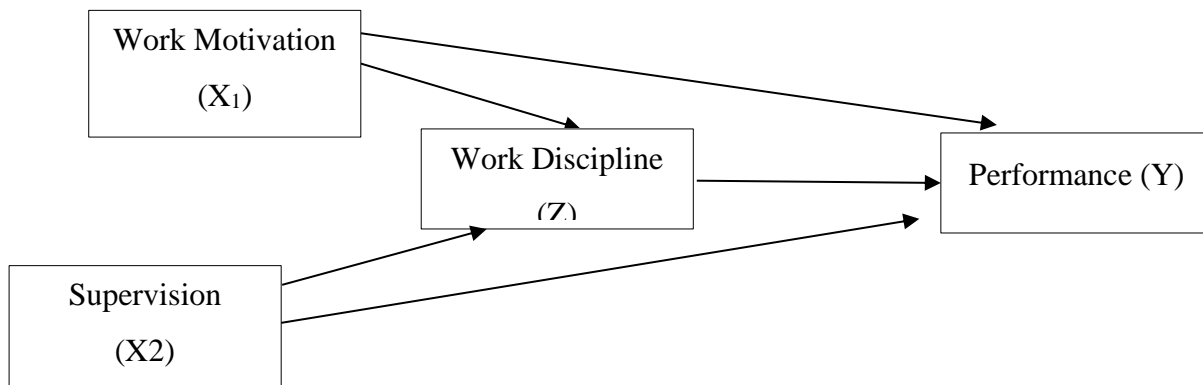


Figure 2 . 1 Conceptual Framework

2.2 Model Specification

Using the t (partial) test to determine whether there is a partial effect between the independent variables on the dependent variable (Ghozali, 2018). The hypothesis test is categorized as follows:

1. If the probability of significance (Sig) > 0.05, then the independent variable is not significant to the dependent variable.
2. If the significance probability (Sig) < 0.05, then the independent variable is significant to the dependent variable.

The Sobel test is used to determine the effect of the mediating variable, namely job satisfaction. A variable is called an intervening variable if the variable influences the

relationship between the independent variables and the dependent variable. Testing the mediation hypothesis can be carried out using a procedure developed by Sobel (1982) and known as the Sobel Test (Ghozali, 2018). According to Ghozali (2018), the Sobel test was carried out to test the indirect effect of variables X on Y through M. The Sobel test is calculated using the following formula:

$$S_{ab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

Information:

: Standard error XM

: Standard error MY

: MY regression coefficient

: XM regression coefficient

To test the significant indirect effect partially, it is calculated using the following formula (Ghozali, 2018):

$$Z = \frac{ab}{S_{ab}}$$

If the z test is greater than 1.96 (standard absolute z value) then there is a mediating effect. The Sobel test requires a large number of samples, if the sample is small, the Sobel test becomes less precise.

2.3 Estimation Result

Table 4.15 Sub Model II t test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	9,225	3,433		2,687	,009
Work motivation	,211	,112	,161	3,887	,003
Supervision	,126	.066	,168	3,901	,001
Work Discipline	,466	.055	,622	8,454	,000

a. Dependent Variable: Performance

Source: Primary Data Processed, 2022

In the table, the t statistical test is obtained, as follows:

- 1) Work Discipline Variable (Z), with a probability level of 0.00 . Thus it can be concluded that $P = 0.000 < \alpha = 0.05$, so accept the hypothesis that the work discipline variable has a significant effect on performance .
- 2) Work Motivation Variable (X1), with a probability level of 0.003 . Thus it can be concluded that $P = 0.003 < \alpha = 0.05$, so accept the hypothesis that the variable work motivation has a significant effect on performance .
- 3) Monitoring variable (X2), with a probability level of 0.001 . Thus it can be concluded that $P = 0.001 < \alpha = 0.05$, so accept the hypothesis that the monitoring variable has a significant effect on performance .

Thus the path analysis equation can be arranged as follows:

$$Y = 0.161 X1 + 0.168 X2 + 0.622 Z$$

The analysis equation model means:

- 1) Work Motivation Variable (X1) = 0.161 . The work motivation variable with a positive sign means that it has a unidirectional effect, which means that each addition

or increase in the value of one unit score for the work motivation variable will increase the value of the performance variable by 0.161 per one score unit.

- 2) Monitoring Variable (X2) = 0.168 . A monitoring variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit of control variable score will increase the value of the Performance variable by 0.168 per one unit score.
- 3) Work Discipline Variable (Z) = 0, 622 . The work discipline variable that has a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score for the work discipline variable will increase the value of the performance variable by 0.622 per one unit score.

Sobel test

4.1.5.1 The following are the results of the Sobel test with the variable work motivation on performance through work discipline .

$$4.1.5.2 \quad t = \frac{0.279 \times 0.622}{\sqrt{(0.622^2 \times 0.210^2) + (0.279^2 \times 0.055^2)}}$$

$$4.1.5.3 \quad t = \frac{0.279 \times 0.622}{\sqrt{0.0170615844 + 0.000235469}}$$

$$4.1.5.4 \quad t = \frac{0.173538}{0.0172970534}$$

$$4.1.5.5 \quad t = 10.032$$

4.1.5.6 From the results of the calculation of the sobel test above, it is obtained a t value of 10,032 , so that a calculated t value of 10,032 > t table is 3,887 . It can be concluded that the work discipline variable is able to mediate the relationship between the influence of work motivation on performance .

4.1.5.7 Following are the results of the Sobel test with the monitoring variable on performance through work discipline .

$$4.1.5.8 \quad t = \frac{0.413 \times 0.622}{\sqrt{(0.622^2 \times 0.121^2) + (0.413^2 \times 0.055^2)}}$$

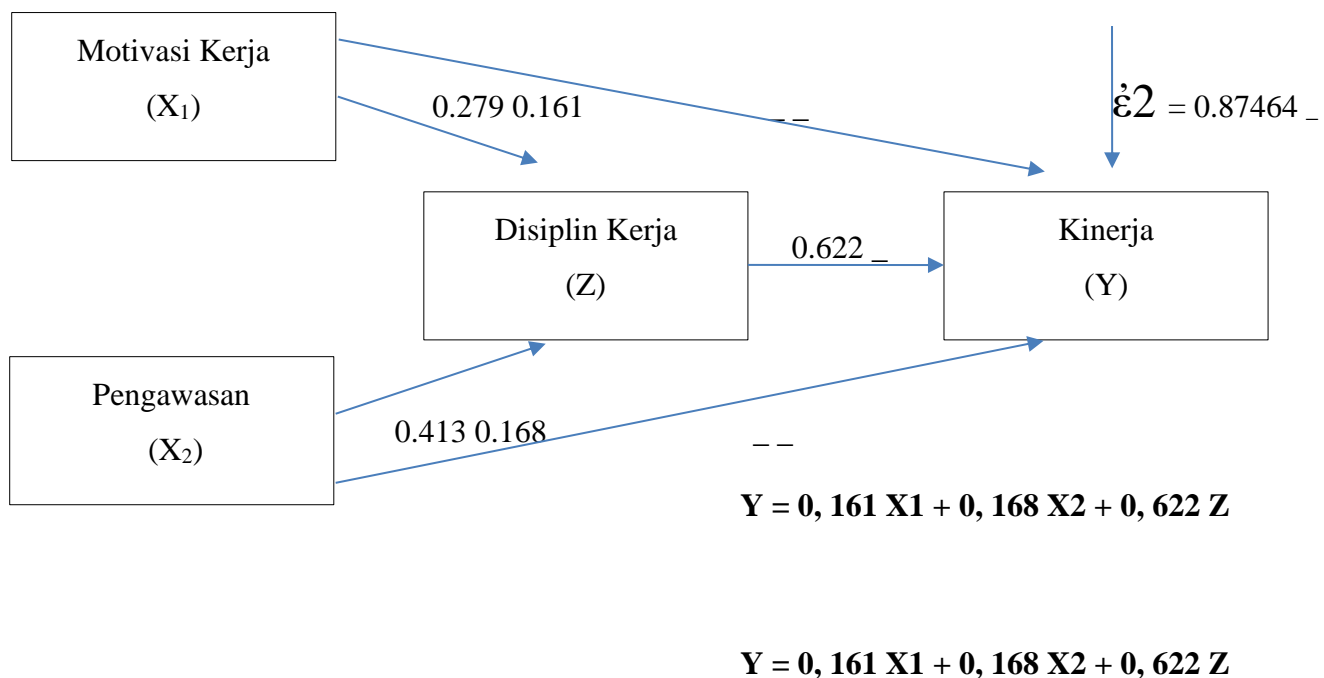
$$4.1.5.9 \quad t = \frac{0.413 \times 0.622}{\sqrt{0.0056643686 + 0.0005159712}}$$

$$4.1.5.10 \quad t = \frac{0.256886}{0.0061803398}$$

$$4.1.5.11 \quad t = 41.565$$

4.1.5.12 From the results of the calculation of the sobel test above, it obtained a t value of 41,565 , so that a calculated t value of 41,565 > t table 3,901 , it can be concluded that the work discipline variable is able to mediate the relationship of the influence of supervision on performance .

Path Analysis Sub Model II



Gambar 4.9 Diagram Jalur Sub Model II

The results of the analysis show that the direct influence of work motivation (X₁) on performance (Y) is 0.161 . While the indirect effect of work motivation (X₁) on performance (Y) through work discipline (Z), namely $0.279 \times 0.168 = 0.046$. Then the total effect given by the work motivation variable (X₁) on performance (Y) is the direct effect plus the indirect effect, namely $0.161 + 0.046 = 0.207$. Based on the calculation results above, it can be seen that the direct effect value is 0.161 and the indirect effect is 0.046 , which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the variable work motivation (X₁) through work discipline (Z) has no significant effect on performance (Y).

The results of the analysis show that the direct effect of supervision (X₂) on performance (Y) is 0.168 . While the indirect effect of supervision (X₂) on performance (Y) through work discipline (Z), namely $0.413 \times 0.622 = 0.256$. Then the total effect given by the monitoring variable (X₂) on performance (Y) is the direct effect plus the indirect effect, namely $0.168 + 0.256 = 0.424$. Based on the calculation results above, it can be seen that the direct effect value is 0.168 and the indirect effect is 0.256 , which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the control variable (X₂) through work discipline (Z) has no significant effect on performance (Y).

3. Discussion

3.1 Effect of Work Motivation on Work Discipline

work motivation variable has a positive and significant effect on work discipline at the Food and Agriculture Security Service of the City of Binjai . The work motivation variable has a regression coefficient value of 0.279 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the work discipline value of the employees of the Binjai City Food Security and Agriculture Agency by 0.279 per one unit score .

3.2 Effect of Supervision on Work Discipline

monitoring variable has a positive and significant effect on work discipline at the Food and Agriculture Security Service of the City of Binjai. The monitoring variable has a regression coefficient value of 0.413 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the monitoring variable will increase the motivational value of employees of the Binjai City Food Security and Agriculture Agency by 0.413 per one unit score.

3.3 Effect of Work Motivation on Performance

work motivation variable has a positive and insignificant effect on performance at the Food Security and Agriculture Service of the City of Binjai. The work motivation variable has a regression coefficient value of 0.161 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the performance value of employees of the Binjai City Food Security and Agriculture Agency by 0.161 per one unit score.

3.4 Effect of Supervision on Performance

monitoring variable has a positive and insignificant effect on performance at the Food Security and Agriculture Service of the City of Binjai. The monitoring variable has a regression coefficient value of 0.168 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the monitoring variable will increase the performance value of the Binjai City Food Security and Agriculture Office by 0.168 per one unit score.

3.5 Effect of Work Discipline on Performance

work discipline variable has a positive and significant effect on employee performance at the Food Security and Agriculture Service of the City of Binjai. The work discipline variable has a regression coefficient value of 0.622 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work discipline variable will increase the employee performance value of the Binjai City Food Security and Agriculture Agency by 0.622 per one unit score.

3.6 Effect of Work Motivation on Performance through Work Discipline

Based on the results of the sobel test calculations, it is known that the t value is 10,032 , so that the t value is $10,032 > t \text{ table } 3,887$. It can be concluded that the work discipline variable is able to mediate the relationship between the influence of work motivation on performance . And based on path analysis, it is known that the influence of work motivation (X1) on the performance (Y) of Binjai City Food and Agriculture Security Service employees is 20.7 % , which consists of a direct effect of 16.1 % and an indirect effect of compensation (X1) on

performance (Y) through work discipline (Z) of 4.6 % . The results of this calculation indicate that the direct effect of work motivation (X1) on performance (Y) is greater than the indirect effect . Thus it can be said that work motivation is effective in improving performance , in other words it can be emphasized that work motivation (X1) has an influence if there is an increase in employee performance in carrying out tasks .

3.7 Effect of Supervision on Performance through Work Discipline

Based on the results of the sobel test calculations, it is known that the t value is 41,565 , so that the t count value is $41,565 > t \text{ table } 3,901$, it can be concluded that the work discipline variable is able to mediate the relationship of the influence of supervision on performance . And based on path analysis, it is known that the influence of compensation (X2) on performance (Y) of Binjai City Food Security and Agriculture Service employees is 42.4 % , which consists of a direct effect of 16.8 % and an indirect effect of supervision (X2) on performance (Y) through work discipline (Z) of 25.6 % . The results of this calculation indicate that the direct effect of supervision (X2) on performance (Y) is smaller than the indirect effect . Thus it can be said that the influence of supervision (X2) will increase performance (Y) more if it is carried out through work discipline (Z) .

4. Conclusion

- a. Work motivation has a positive and significant effect on work discipline at the Food and Agriculture Security Service of the City of Binjai. This means that this condition proves that giving work motivation can improve employee work discipline .
- b. Supervision has a positive and significant effect on work discipline at the Food Security and Agriculture Office of the City of Binjai. This means that this condition proves that the existence of work supervision can improve employee work discipline .
- c. Work motivation has a positive and significant effect on performance at the Food and Agriculture Security Service of the City of Binjai. This means that this condition proves that giving work motivation to employees can improve performance .
- d. Supervision has a positive and significant effect on performance at the Food and Agriculture Security Service of the City of Binjai. This means that this condition proves that the existence of work supervision can improve employee performance .
- e. Work discipline has a positive and significant effect on performance at the Food and Agriculture Security Service of the City of Binjai. This means that this condition proves that the higher the work discipline can improve performance .
- f. The effect of work motivation on the performance of employees of the Food Security and Agriculture Office of Binjai City will be smaller if done through work discipline . The direct effect of work motivation on employee performance is greater than the indirect effect of work motivation on performance. It can be concluded that work discipline is not able to mediate the effect of work motivation on performance .
- g. The effect of supervision on the performance of employees of the Binjai City Food and Agriculture Security Service will be greater if done through work discipline . The direct effect of supervision on performance is smaller than the indirect effect of supervision on performance . It can be concluded that work discipline is able to mediate the influence of supervision on performance .

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