



The effect of supervision and work facilities on employee performance through job satisfaction at the inspectorate district area Labuhan Batu

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Abstract

Employees are a very vital asset for an organization. Because the achievements they achieve greatly affect the effectiveness of the organization's overall performance. Therefore improving employee performance is the main focus of the human resource management unit. This study aims to determine whether supervision and work facilities affect employee performance through job satisfaction as an intervening variable at the Regional Inspectorate of Labuhanbatu Regency. The study was conducted on 62 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, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between supervision on job satisfaction, 2) there is a significant effect between work facility variables on job satisfaction, 3) there is a significant effect between supervision variables on performance, 4) there is a significant effect between facility variables work on performance, 5) there is a significant influence between job satisfaction variables on performance, 6) job satisfaction variables cannot influence monitoring variables on performance, 7) job satisfaction variables cannot influence work facilities variables on performance.

Keywords: supervision, work facilities, job satisfaction, performance

Introduction

Human resources is one very factor determining the success or failure of the organization in achieving its goals, both public and *private organizations* (Sudarmanto, 2015). Every company requires employees who have high performance in achieving goals. To make employees have high performance, the company must paying attention to the expectations and needs of employees in order to contribute optimal for the company.

Employees are a very vital asset for an organization. Because of achievement what they achieve greatly affects the effectiveness of the organization's overall performance. Therefore improving employee performance is the main focus of the management unit human Resources. They try to develop their potentials by individuals so that they are motivated to make the best contribution for achievement organizational goals. Currently, each organization is always trying to improve employee performance in the hope that organizational goals can be achieved. However, looking at the state of work performance that tends to start to experience decrease, the organization seeks to improve the work performance of its employees. There is several things that are needed in improving employee performance include fulfilling employee job satisfaction, existence of work supervision and work facilities supporting employees to work optimally.

The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and the demands of the community so that the implementation of supervision runs more effectively and

efficiently as a one of the pillars to realize *good governance*. The phenomenon was obtained at the Regional Inspectorate of Labuhanbatu Regency which indicates a problem in performance which can then be It is known that there are several factors that affect the decline in performance, namely

1. This is due to the lack of firmness in imposing sanctions to employees who violate the rules so that employees are less obedient to rules that have been set, such as employees who come late, break entry hours are not according to what is set decreased employee responsibility
2. There are still many employees who are less cooperative towards the situation and problems encountered, this resulted in the results of the task and the responsibilities given are not in accordance with the expectations of the agency or by the leadership.
3. Lack of oversight by a leader of tasks what employees do that results in employees often not provide task reports on schedule and can affect performance, This phenomenon indicates a lack of sense of belonging to employees emotional towards the organization as part of his life.

Management is aware that the employee 's role on an organization must be considered because the employee as a resource Human resources play the most important and potential role for the success of an organization, considering that human resources are a determinant of company activities, both planning, organizing and decision making. No matter how sophisticated the technology is, without human resources capable of handling it, the technology will mean nothing. This proves that the achievement of organizational goals is highly dependent on the employees who drive them.

Literature review

Employee performance

Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the agency. Performance is a very important thing in an agency's efforts to achieve its goals. According to Priansa (2018: 269) Performance is the level of success of employees in completing their work. Meanwhile, according to Robbin in Kasmir (2018: 183) Performance is a function of ability, motivation, and opportunity.

Job satisfactio

In general, *job satisfaction* is a psychological condition that is pleasant and is felt by employees or employees in a work environment or other for the role they play and the fulfillment of their needs properly. Thus, employees feel present in the company's performance.

Badriyah (2015) argues that job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker.

According to Kreitner and Kinicki (2016) job satisfaction is "an effectiveness or emotional response to various aspects of work". Davis and Newstrom (2015) describe "job satisfaction is a set of employee feelings about whether or not their job is enjoyable".

Supervision

Supervision is the process of determining performance measures and taking actions that can support the achievement of the expected results in accordance with the predetermined performance. According to Stoner & Gilbert (2015: 114) ^[17], "supervision is a process to ensure that all activities are carried out in accordance with what has been planned".

According to Robert J. Mockler in Hani Handoko (2013: 358) ^[5], Supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare real activities with predetermined standards, determine and measure deviations deviations, as well as taking corrective actions necessary to ensure that company resources are used in the most effective and efficient way in achieving company goals.

Work facilities

Work facilities cannot be ignored in carrying out work operations. Work facilities play a very important role so that organizational operations can be done better, more precisely, and faster. Moenir (2010: 197) ^[1] states, "Facilities are everything that is used, used, occupied, by employees both in a direct relationship with work and for smooth work".

Meanwhile, according to Husnan (2002: 187), "Work facilities are facilities and infrastructure needed to help employees to more easily complete the work so as to improve their performance."

According to Ismaniar (2012: 153), "Work facilities are facilities provided by the company for the smooth running of activities, in various forms". For example the conditions of the workplace, such as: lights or lighting, *air conditioner* ; the area of the room, the technology used, such as computers, copiers, facsimiles and so on; as well as other supporting facilities such as prayer rooms, lockers, toilets and so on.

Aims

The aims of this research are

1. To know and analyze the effect of supervision on job satisfaction.
2. To find out and analyze the effect of work facilities on job satisfaction.
3. To find out and analyze the effect of supervision on employee performance.
4. To find out and analyze work facilities on employee performance.
5. To know and analyze the effect of job satisfaction on employee performance.
6. To find out and analyze the influence of supervision on employee performance through job satisfaction as an intervening variable.
7. To find out and analyze the effect of work facilities on employee performance through job satisfaction as an intervening variable.

Methods

The research was conducted at the Regional Inspectorate of Labuhanbatu Regency. Meanwhile, the research was conducted from October 2022 to January 2023. The population in this study are all permanent employees (PNS) at the Regional Inspectorate of Labuhanbatu Regency, which were recorded in December 2022, totaling 62 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 of the variables Supervision (X_1) and Work Facilities (X_2) to the variable Performance (Y) with Job Satisfaction (Z) as an 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).

Results

The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and demands of the community so that the implementation of supervision runs more effectively and efficiently as a one of the pillars to realize good governance. Duties, Functions and Organizational Structure of the Inapectorate Based on Labuhanbatu Regent Regulation Number 41 of 2021 concerning the Organization and Work Procedure of the Regional Inspectorate of Labuhanbatu Regency Regional Inspectorate is a supervisory element for the implementation of regional government.

Sobel test

Testing the mediation hypothesis can also be carried out with a procedure developed by Sobel and known as the Sobel test (Sobel test). The Sobel test is carried out by testing the strength of the indirect influence X to Y through Z, as follows

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2 + a^2 SE_b^2)}}$$

Where

a = regression coefficient of the independent variable on the mediating variable

b = regression coefficient of the mediating variable on the dependent variable

SEa = standard error of estimation from the influence of the independent variable on the mediating variable

SEb = standard error of estimation of the effect of the mediating variable on the dependent variable

Following are the results of the Sobel test with monitoring variables on performance through job satisfaction.

$$t = \frac{0.127 \times 0.157}{\sqrt{(0.157^2 \times 0.138^2) + (0.127^2 \times 0.095^2)}}$$

$$t = \frac{0.127 \times 0.157}{\sqrt{0.00029343155 + 0.00014556422}}$$

$$t = \frac{0.019939}{0.00043899577}$$

$$t = 4,541$$

From the results of the calculation of the sobel test above, it obtained a t value of 4,541, so that a calculated t value of 4,541 > t table 4,197 was obtained. It can be concluded that the variable of job satisfaction is able to mediate the relationship between the influence of supervision on performance.

Following are the results of the Sobel test with work facility variables on performance through job satisfaction.

$$t = \frac{0.170 \times 0.157}{\sqrt{(0.157^2 \times 0.248^2) + (0.170^2 \times 0.095^2)}}$$

$$t = \frac{0.170 \times 0.157}{\sqrt{0.00151601209 + 0.0002608225}}$$

$$t = \frac{0.02669}{0.00177683459}$$

$$t = 15.021$$

From the results of the calculation of the sobel test above, a t value of 15,021 is obtained, so that the t value is 15,021 > t table 4,197. It can be concluded that the variable job satisfaction is able to mediate the relationship between the influence of career work facilities on performance.

Path analysis sub model II

Referring to the output of the Model II regression in the table section, it can be seen that the significance values of the three variables are: Supervision (X1) = 0.053, Work Facilities (X2) = 0.003, Job Satisfaction (Z) = 0.034. These results conclude that the regression of Sub Model II, namely the variable Supervision (X1) and Job Satisfaction (Z) has no significant effect on performance (Y). But the variable Work Facilities (X2) has a significant effect on Performance (Y). The value of R2 or R Square contained in the Model Summary table is 0.262, this shows that the contribution or contribution to the influence of Supervision (X1), Work Facilities (X2) and Job Satisfaction (Z) on Performance (Y) is 58 %, while the remaining 42 % is contributed by other variables not included in the study. Meanwhile, the value of e2 can be found using the formula $e^2 = \bar{a} (1 - 0.262) = 0.859$.

The results of the analysis show that the direct effect of supervision (X1) on performance (Y) is 0.188. While the indirect effect of Supervision (X1) on Performance (Y) through Job Satisfaction (Z), namely 0.127 x 0.158 = 0.020. Then the total effect given by the Supervision variable (X1) on Performance (Y) is the direct effect plus the indirect effect, namely 0.188 + 0.020 = 0.21. Based on the calculation results above, it can be seen that the direct effect value is 0.188 and the indirect effect is 0.020, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the variable Supervision (X1) through Job Satisfaction (Z) has no significant effect on performance (Y).

The results of the analysis show that the direct influence provided by Work Facilities (X2) on Performance (Y) is 0.158. While the indirect effect of Work Facilities (X2) on Performance (Y) through Job Satisfaction (Z), namely 0.170 x 0.157 = 0.026. Then the total effect given by the Work Facilities variable (X2) on Performance (Y) is the direct effect plus the indirect effect, namely 0.158 + 0.026 = 0.18. Based on the calculation results above, it can be seen that the direct effect value is 0.158 and the indirect effect is 0.026, which means that the direct effect value is greater than the indirect effect value.

Discussion

Effect of supervision on job satisfaction

Monitoring variable positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. Monitoring variable has a regression coefficient value of 0.127 has a unidirectional effect, which means that each addition or increase in the value of one unit of control variable scores will add to the value of job satisfaction of employees of the Regional Inspectorate of Labuhanbatu Regency by 0.127 per one unit score.

Effect of work facilities on job satisfaction

work facility variable has a positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. The work facilities variable has a regression coefficient value of 0.170 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work facilities variable will increase the job satisfaction value of the Regional Inspectorate of Labuhanbatu Regency employees by 0.170 per one unit score.

Effect of supervision on performance

Monitoring variable has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. The monitoring variable has a regression coefficient value of 0.188 and has a unidirectional effect, which means that each addition or increase in the value of one unit of control variable scores will increase the performance value of the Regional Inspectorate of Labuhanbatu Regency employees by 0.188 per one unit score.

Effect of work facilities on performance

work facility variable has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. The work facility variable has a regression coefficient value of 0.158 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work facility variable will increase the performance value of the Regional Inspectorate of Labuhanbatu Regency by 0.158 per one unit score.

The effect of job satisfaction on performance

Job satisfaction variable has a positive and significant effect on employee performance at the Regional Inspectorate of Labuhanbatu Regency. The job satisfaction variable has a regression coefficient value of 0.157 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will add to the performance value of the Labuhanbatu Regency Regional Inspectorate employee by 0.157 per one unit score.

The effect of supervision on performance through job satisfaction

Based on the results of the calculation of the sobel test, it is known that the t value is 4,541, so that the calculated t value is $4,541 > t$ table 4,197, it can be concluded that the variable job satisfaction is able to mediate the relationship between the influence of supervision on performance. And based on path analysis, it is known that the influence of supervision is large (X1) on the performance (Y) of the Labuhanbatu Regency Regional Inspectorate employees is 21 %, which consists of a direct influence of 18.8 % and an indirect influence of supervision (X1) on performance (Y) through job satisfaction (Z) of 2.2 %. The results of this calculation indicate that the direct effect of supervision (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that supervision is effective in improving performance, in other words it can be emphasized that supervision (X1) has an influence if there is an increase in employee performance in carrying out tasks.

Effect of work facilities on performance through job satisfaction

Based on the results of the sobel test calculations, it is known that the t value is 15,021, so that the t count value is $15,021 > t$ table 4,197, it can be concluded that the job satisfaction variable is able to mediate the relationship between the effect of work facilities on performance. And based on path analysis, it is known that the influence of work facilities (X2) on the performance (Y) of the Regional Inspectorate of Labuhanbatu Regency employees is 18 %, which consists of a direct effect of 15.8 % and an indirect effect of work facilities (X2) on performance (Y) through job satisfaction (Z) of 2.6 %. The results of this calculation indicate that the direct effect of work facilities (X2) on performance (Y) is greater than the indirect effect. Thus it can be said that the effect of work facilities (X2) will be smaller in increasing performance (Y) if done through job satisfaction (Z).

Results

Supervision has a positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the existence of work supervision can affect employee job satisfaction.

Work facilities have a positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the existence of complete work facilities can affect employee job satisfaction.

Supervision has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the presence of work supervision can improve performance.

Work facilities have a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu

Regency. This means that this condition proves that the availability of work facilities can improve employee performance.

Job satisfaction has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that employee job satisfaction can improve performance.

The effect of supervision on the performance of the Regional Inspectorate of Labuhanbatu Regency employees will be smaller if done through job satisfaction. The direct effect of supervision on employee performance is greater than the indirect effect of supervision on performance. It can be concluded that job satisfaction is not able to mediate the influence of supervision on performance.

The effect of work facilities on the performance of the Regional Inspectorate of Labuhanbatu Regency employees will be smaller if done through job satisfaction. The direct effect of work facilities on performance is greater than the indirect effect of work facilities on performance. It can be concluded that job satisfaction is not able to mediate the effect of work facilities on performance.

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