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The Influence of Work Discipline and Supervision on Work Performance with Job Satisfaction as an Intervening Variable in the Women's Empowerment Service for Child and Community Protection in Binjai City

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Abstract

This study aims to analyze the effect of work discipline and supervision on work performance with job satisfaction as an intervening variable. This research was conducted at the Women's Empowerment, Child and Community Protection Office, Binjai City. The population in this study was 80 employees and the sample used was saturated sample technique. Data collection was carried out by distributing questionnaires. Sources of research data using primary data sources. The research model used is path analysis and the measurement tool is Samart PLS version 3.3.3. The results of the study are as follows: Work Discipline has a positive and significant effect on Job Satisfaction. Work Discipline has a positive and significant effect on work performance. Job satisfaction has a positive and significant effect on work performance. Supervision has a positive and significant effect on job satisfaction. Supervision has a positive but not significant effect on work performance. Work Discipline influences Work Performance and Job Satisfaction and can become an intervening variable for Work Discipline and Work Performance. Supervision has an effect on Job Performance and Job Satisfaction capable of being an intervening for Supervision and Work Performance.

Keywords *Work Discipline, Supervision, Work Performance, Job Satisfaction.*

INTRODUCTION

Women and children are vulnerable to crime that need to be protected. Children are an integral part of human survival and the survival of a nation and state. In the Indonesian constitution, children have a strategic role which is expressly stated that the state guarantees the right of every child to survival, growth and development as well as protection from violence and discrimination, therefore the best interests of children should be internalized as the best interests for the survival of the people. man. Every child has dignity that deserves to be upheld and every child who is born must get his rights without the child asking. This is in accordance with the provisions of the Convention on the Rights of the Child which was ratified by the Indonesian government through Presidential Decree Number 36 of 1990, then also stated in Law Number 4 of 1979 concerning Child Welfare and Law Number 23 2002 concerning Child Protection, all of which put forward the general principles of child protection, namely non-discrimination. Likewise with violence against women related to violence in the family which was enacted in Law No. 23 of 2004 the elimination of domestic violence is a guarantee given by the state to prevent domestic violence, take action against perpetrators of domestic violence and protect victims of violence. in the household.

So, in implementing the protection of women and children it is important to involve the government to play a role in providing protection for women and children in their respective areas. This strategy is expected to accelerate the achievement of targets for the

protection of women and children to prevent and reduce the prevalence of violence against women and children.

The Binjai City Government is one of the regions that implements government programs in dealing with cases of violence against women and children, services for violence against women and children are currently still one of the strategies that require attention from the government, especially at the Binjai City Women's Empowerment, Child Protection and Community Service.

Apart from that, employees also have work discipline that must be obeyed and strict supervision so that employees do not extort victims and build job satisfaction for employees so as to create achievements for the employees themselves. Work discipline is an important factor in regulating the behavior and way of working of members in the organization. These rules are in the form of a set of values and norms that have been agreed upon by members of the organization to regulate how members of the organization behave in carrying out organizational activities.

In the current era of globalization, there is intense competition among companies and organizations to gain the market share they are targeting. So that every company or organization needs a competitive advantage to achieve its goals. Joo & McLean (2006) said that in this era, an organization is competing in attracting, developing, and retaining people who have the potential to become the choice in generating competitive advantage. Human resources have a contribution in determining the future of the organization through functional orientation, no longer just supervision, direction and control, but development, creativity, flexibility and proactive management.

Supervision is an activity to ensure or maintain that the program can be realized effectively. Each organization has a program to achieve the goals that have been set, to ensure that the organization can achieve its goals, supervision is absolutely necessary. Supervision functions to keep all levels running on the right track. Supervision is basically a strategy that focuses on process improvement with the quality of employee performance in their duties.

If an agency wants to progress and be successful, a leader in carrying out each of his duties must try so that the steps taken can be carried out. Supervision is a process where a leader or agency sees whether what has been done is as expected. If not then a repair or adjustment must be made.

Job satisfaction is an individual's general attitude towards his work, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job (Robbins, 2001). The scope of human resource management in general discusses matters related to humanity including employee job satisfaction. Employee job satisfaction is a factor that is considered important, because it can affect the running of the organization as a whole. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out work assignments.

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LITERATURE REVIEW

Work Discipline

Work discipline is defined as a person's attitude of obedience to a rule or provision that applies in an organization, namely joining the organization on the basis of awareness and conviction, not because of an element of coercion. For a company to uphold a work discipline is a very important thing. Because by upholding work discipline within a company it will guarantee order and smoothness in carrying out tasks, so that the company can obtain optimal results. According to Rivai (2013) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms. According to Hasibuan (2018) Discipline is the awareness and willingness of a person to comply with all company regulations and applicable social norms.

Work Discipline Indicator

According to Rivai (2013), namely:

1. Attendance This is a fundamental indicator for measuring discipline and usually employees who have low work discipline are used to being late for work.
2. Compliance with regulations Employees who comply with work regulations will not neglect work procedures and will always follow the work guidelines set by the company.
3. Adherence to work standards This can be seen through the amount of responsibility employees have for the tasks directed at them.
4. High level of alertness Employees with high alertness will always be careful, full of calculations and thoroughness in work, and always use things effectively and efficiently.
5. Working ethically Some employees may engage in acts that are disrespectful to customers or engage in inappropriate conduct.

Supervision

According to Effendi (2014) argues that supervision is the most essential function of management, no matter how good work activities are without supervision, the work cannot be said to be successful. Meanwhile, according to Fahmi (2014) said that supervision in general can be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the vision and mission of an organization. According to Siagian (2004) Supervising means observing and monitoring in various ways such as direct observation of operational activities in the field, reading reports and various other methods while operational activities are in progress, the purpose of which is to find out whether in the implementation there are intentional deviations or not from the predetermined plans and programs. According to Ibrahim (2007), the supervisory process consists of certain actions (main steps) that are fundamental to all managerial supervision.

Monitoring Indicator

Supervision of superiors is one of the jobs carried out in managerial activities to ensure the realization of all previously set plans and taking corrective action if necessary. Corrective

action is defined as action taken to adjust work results to standards. The monitoring indicators developed according to Ibrahim (2007) are as follows:

1. Direct inspection, namely inspection carried out by means of direct observation.
2. Observation on the spot (on the spot observation), namely observations made directly at the workplace.
3. Report on the spot (on the spot report), namely the delivery of decisions on the spot when needed.
4. Written reports, namely reports submitted in writing.
5. Oral reports, namely reports that are directly delivered by speaking directly.

Job satisfaction

According to Sutrisno (2017) the term "Satisfaction" refers to the general attitude of an individual towards his work. Someone with a high level of job satisfaction shows a positive attitude towards work. Satisfied employees will be able to work well, enthusiastically, actively, and can perform better than employees who do not get job satisfaction. Employees who do not get job satisfaction will never achieve psychological satisfaction and in the end a negative attitude or behavior will arise which in turn will lead to frustration. Job satisfaction is an attitude of employees towards work related to work situations, cooperation between employees, the rewards received by work, and matters relating to physical and psychological factors. Theoretically the notion of job satisfaction has been put forward by several experts. One of them is according to Sudaryo, Agus & Nunung (2018) job satisfaction is a feeling about being pleasant or unpleasant about work based on expectations with rewards provided by agencies. Meanwhile, another opinion about job satisfaction was also expressed by Hasibuan (2017) job satisfaction is a pleasant emotional attitude and loves his job.

Job Satisfaction Indicator

Several experts have suggested indicators for measuring job satisfaction, one of which is as stated Some experts have argued for indicators for measuring job satisfaction, one of which is as stated by Keith Davis in Sudaryo, Agus & Nunung (2018) that for Measuring job satisfaction can be known by using the following indicators:

1. Turnover
2. Rate of absence from work
3. Age
4. Job level

Work performance

Job performance is a work result achieved by an employee in terms of his personal characteristics and perceptions of his role in the job, or a separate form of evaluation in carrying out and improving his work programs. The most important thing in a company is to improve work performance to achieve company goals. Bernardin and Russel in Sutrisno (2016) "work achievement as a person's level of proficiency in tasks that include work,

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understanding the weight of individual abilities in fulfilling the conditions in the job". Dharma (2018) defines "Work achievement is the process of performing work or achieving work results given by a person or group of people".

Work Performance Indicators

According to (Handoko, 2014) the indicators for measuring this variable are:

1. Work result.
2. Behavior.
3. task achievement.
4. work activity.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variables were Work Discipline (X1) and Supervision (X2). Meanwhile, the endogenous variable is work performance (Y) and the intervening variable is job satisfaction (Z). This research was carried out at the Women's Empowerment, Child and Community Protection Office, Binjai City, on Jalan Jendral Sudirman no. 6, when this research was carried out from April 2023 to July 2023.

According to the opinion of several experts, one of them according to (Sugiyono, 2013), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population used is 80 employees. According to Sugiyono (2013), the sample is part of the number and characteristics possessed by that population. The sampling technique used is a saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 80 employees.

Data analysis technique

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)
   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of the regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.
2. Predictive Relevance (Q2)
   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics
   at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the t table value are as follows: Value 1.96 with a significance level of 5%
4. Path Coefficient (Path Coefficient)
   This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

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5. Model Fit

   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

Figure 1. Oder Model

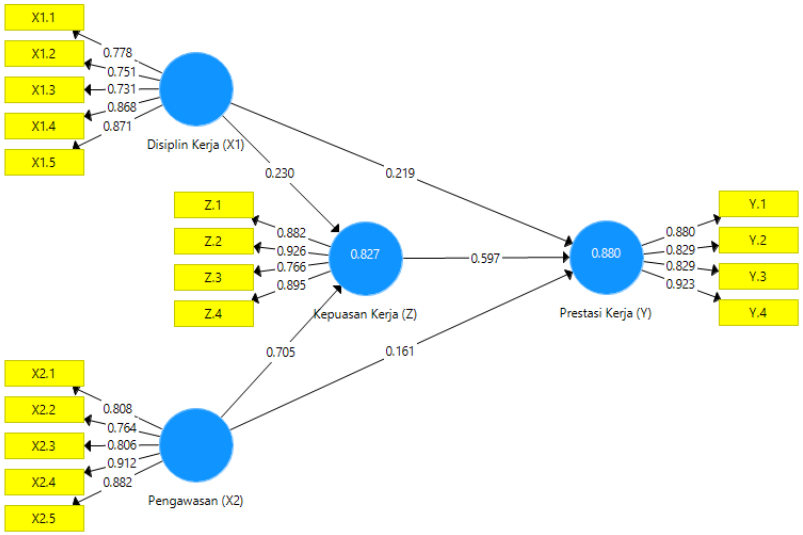

Figure 1. Outer Model

Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings. In this study there are equations and the equation consists of two substructures for substructure 1

$Z = b1X1 + b2X2 + e1$

$Z = 0.230 + 0.705 + e1$

For substructure 2

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.219 – 0.161 + 0.597 + e2$

Table 1. Outer Loadings

	Work Discipline (X1)	Job Satisfaction (Z)	Surveillance (X2)	Work Performance (Y)
X1.1	0.778			
X1.2	0.751			
X1.3	0.731			
X1.4	0.868			
X1.5	0.871			
X2.1			0.808	
X2.2			0.764	
X2.3			0.806	
X2.4			0.912	
X2.5			0.882	
Y. 1				0.880
Y.2				0.829
Y.3				0.829
Y.4				0.923
Z. 1		0.882		
Z. 2		0.926		
Z. 3		0.766		
Z. 4		0.895		

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the outer loading of each indicator has a value for each indicator greater than 0.7 so that it can be explained that each indicator gets a value greater than 0.7, so the data is considered valid and the table above all indicators is valid and research can be done furthermore.

2. Discriminatory Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Work Discipline (X1)	Job Satisfaction (Z)	Surveillance (X2)	Work Performance (Y)
X1.1	0.778	0.479	0.533	0.532
X1.2	0.751	0.475	0.500	0.540

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X1.3	0.731	0.495	0.584	0.526
X1.4	0.868	0.877	0.822	0.886
X1.5	**0.871**	0.821	0.842	0.787
X2.1	0.679	0.701	0.808	0.729
X2.2	0.729	0.685	0.764	0.661
X2.3	0.674	0.691	0.806	0.743
X2.4	0.755	0.883	**0.912**	0.814
X2.5	0.725	0.790	0.882	0.748
Y. 1	0.754	0.860	0.813	0.880
Y.2	0.629	0.736	0.715	0.829
Y.3	0.784	0.754	0.780	0.829
Y.4	0.775	0.842	0.756	**0.923**
Z. 1	0.773	0.882	0.806	0.805
Z. 2	0.748	**0.926**	0.835	0.829
Z. 3	0.661	0.766	0.678	0.736
Z. 4	0.703	0.895	0.806	0.839

Source: Smart PLS 3.3.3

Based on table 2 above, it can be seen that the cross loading in each indicator and variable is greater than other variables and indicators, the cross loading of the Work Discipline variable is greater than the cross loading value of the other variables, for the cross loading of the Job Satisfaction variable is greater than the cross loading of other variables , for the cross loading of the supervisory variable is greater than the cross loading of other variables, for the cross loading of the Job Performance variable it is greater than the cross loading of other variables. Which means that all variables and indicators are declared valid by Discriminant Validity.

3. composite reliability

The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. In addition to looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	**0.866**	**0.900**	**0.643**

Job Satisfaction (Z)	**0.890**	**0.925**	**0.756**
Surveillance (X2)	**0.891**	**0.921**	**0.700**
Work Performance (Y)	**0.888**	**0.923**	**0.750**

Source: Smart PLS 3.3.3

Based on table 3 above, it can be seen that the Cronbach's Alpha value for each variable has a value greater than 0.7 and it is assumed that all variables have a reliable distribution. It can be seen from the composite reliability column that each variable has a value above 0.6 so that it can be explained that each variable is considered reliable in the composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study all values are considered reliable because all values are greater than the specified value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4. R Square results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.827	0.822
Work Performance (Y)	0.880	0.876

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R square value of Job Satisfaction, which is equal to 0.827 and if it is percentaged it becomes 82.7% for the variable Job satisfaction which means that Work Discipline and Supervision have an effect on Job Satisfaction by 82.7% and the remaining 17.3% is in the variables and other research. For the R square value of Work Performance there is a value of 0.880 if the percentage of the R square value becomes 88.0% for Work Performance means that Work Discipline, Supervision and Job Satisfaction affect Job Performance by 88.0% and the remaining 12.0% are in other variables and other research.

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2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.195	0.195
d_ULS	1.148	1.148
d_G	0.615	0.615
Chi-Square	180,138	180,138
NFIs	0.819	0.819

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in the table above show that the NFI value is 0.819, meaning that this research is considered FIT because the NFI value is greater than 0.819. Thus, from these results it can be concluded that the model in this study has a high and feasible goodness of fit. used to test the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Job Satisfaction (Z)	0.230	2,601	**0.010**	**Accepted**
Work Discipline (X1) -> Work Performance (Y)	0.219	2,618	**0.009**	**Accepted**
Job Satisfaction (Z) -> Work Performance (Y)	0.597	6,444	**0.000**	**Accepted**
Supervision (X2) -> Job Satisfaction (Z)	0.705	8,314	**0.000**	**Accepted**
Supervision (X2) -> Work Performance (Y)	0.161	1,774	**0.077**	**Rejected**

Source: Smart PLS 3.3.3

Based on the table above, there are P values, almost all of which have a significant distribution and only one is not significant in the discussion as follows: Work Discipline has an effect on job satisfaction with an original sample value of 0.230 and Pvalues 0.010 <0.05, which means that Work Discipline makes employees feel satisfied in their work. Work Discipline affects Work Performance with an original sample value of 0.219 and P values 0.009 <0.05, which means that Work Discipline makes every disciplined employee improve. For Job Satisfaction affects Work Performance with an original sample value of 0.705 and P values 0.000 <0.05, which means that when employees are satisfied with their work, the employee will carve out achievements for the organization and individuals so that employees feel proud. For Work Supervision has an effect on Job Satisfaction with an original sample value of 0.705 and P values of 0.000 <0.05, it means that Supervision is still something organizations need in order to be able to control employees and supervision can make employees feel satisfied at work. Supervision affects work performance with an original sample value of 0.161 and P values 0.077 > 0.05, which means that not all supervision makes improvements to employees and employee supervision will be useful if supervision is structured and will have an impact on the organization and employees.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Job Satisfaction (Z) -> Work Achievement (Y)	0.137	2,329	**0.020**	**Accepted**
Supervision (X2) -> Job Satisfaction (Z) -> Work Performance (Y)	0.421	5,217	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Based on this research, it can be seen in the table above with positive original sample values and P values less than 0.05, which means that Job Satisfaction is an intervening variable in this study. Work and Work Achievement.

CLOSING

Conclusion

1. Work discipline has a positive and significant effect on job satisfaction with an original sample value of 0.230 and P values of 0.010 <0.05.
2. Work Discipline has a positive and significant effect on work performance with an original sample of 0.219 and P-values 0.009 <0.05.
3. Job satisfaction has a positive and significant effect on work performance with a value of 0.597 and Pvalues 0.000 <0.05.
4. Supervision has a positive and significant effect on job satisfaction with an original sample value of 0.705 and P values of 0.000 <0.05.

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5. Supervision has a positive but not significant effect on work performance with an original sample value of 0.161 and a P value of 0.077 > 0.05.
6. Work Discipline has an effect on Work Performance and Job Satisfaction capable of being an intervening variable for Work Discipline and Work Performance with an original sample value of 0.137 and P values 0.020 <0.05.
7. Supervision has an effect on Job Performance and Job Satisfaction capable of being an intervening for Supervision and Work Performance with an original sample value of 0.421 and a P value of 0.000.

Suggestion

1. Organizations must carry out even stronger discipline to control employees and to avoid work mistakes.
2. Organizations must supervise employee work to avoid problems and laziness created by employees.
3. Employees who are satisfied with their work must improve their performance in their future work.
4. Organizations must be able to maintain and provide comfort to employees who excel with high compensation for employees.

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