

THE EFFECT OF JOB SATISFACTION AND SUPERVISION ON THE PERFORMANCE OF VILLAGE ASSISTANTS IN KUPANG REGENCY WITH WORK DISCIPLINE AS A MEDIATING VARIABLE

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ARTICLE INFO	ABSTRACT
<p><i>Keywords:</i> Performance, work discipline, job satisfaction, supervision</p> <p>E-mail: yosafatdokoebani@gmail.com</p>	<p>The purpose of this research is to obtain an overview of the performance of village assistants in Kupang Regency, seen from the elements of work discipline, job satisfaction and supervision of village assistants in Kupang Regency. This research uses quantitative methods. The research sample was 48 village assistants in Kupang Regency. Data was collected by distributing questionnaires and analyzed using descriptive and inferential statistics using the SmartPLS application. The results of descriptive statistical analysis show that the performance variable is in the good category, work discipline is quite good, job satisfaction is good and supervision is quite good. The results of inferential statistical analysis show that job satisfaction and supervision have a significant effect on work discipline variables. Furthermore, work discipline, job satisfaction and supervision have a significant effect on performance variables.</p> <p>Copyright © 2023 Economic Journal. All rights reserved. is Licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)</p>

1. INTRODUCTION

The quality of human resources are also needed by the government to achieve the programs that have been created. One of the most highlighted concerns is the management of village funds. In managing village funds, there are parties who assist village officials in managing village funds, namely professional village assistant. Village assistants are regulated in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 3 of 2015 concerning Village Assistance, which states that the village assistant is tasked with assisting the Village in implementing Village development and empowering the Village community. Therefore, village assistants play an important role in the development process of a village.

Table 1 Performance Assessment of Village Facilitators in Kupang Regency 2019

No	Predicate	Village Assistant Amount	%
1	A (Very Good)	4	8%
2	B (Good)	18	38%
3	C (Good Enough)	26	54%
4	D (Not Good)	0	0%
Total		48	100%

Source: DPMD Kupang Regency, 2020

Based on the assessment data in Table 1, it can be seen that out of a total of 48 village assistants, only 4 people or 8% received an A or "Very Good" rating. Meanwhile, the predicate B or "Good" was 18 people or 38%. The highest number was with the predicate C or "Quite Good", namely 26 people or 54%. This shows that the performance of village assistants in Kupang Regency has not achieved the results according to the target so that the majority of the scores achieved are "Good enough".

Based on the results of interviews with several village assistants, it is known that this low performance is caused by the low job satisfaction of village assistants. This is due to the fact that there has been no firm action against lazy village assistants, resulting in the work ethic of other workers being low. Apart from that, differences in workload and income between village assistants also contribute to reducing job satisfaction. This low job satisfaction must of course be addressed immediately, because it

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can put village programs at risk from being able to run. Paramban, (2018), in his research explains that job satisfaction plays a very vital role in shaping employee performance. The same thing was also explained by Susanto, (2019) , that as employee job satisfaction increases, their performance will also increase.

The next factor that influences low performance is supervision. Based on the results of interviews with village assistants, it is known that the supervision that should be carried out by the sub-district head is not carried out directly or routinely, only through reports. This makes village assistants relax in carrying out their duties, which will reduce their performance. The research results of Nurkocim, (2016) & Wahyuni, (2017), show that supervision has an important role in shaping employee performance. However, different findings were obtained by Sondole, (2015), who explained that supervision did not contribute significantly in shaping employee performance. The difference in empirical research then become based for this research, which to exam the true relationship between job satisfaction, supervision, dan work discipline with performance of village assistant. This result of this research can also be contribute to see how what factor determined the performance of village assistant, because there is not much research conducted about this subject.

Hypothesis

- H1 : Job satisfaction has a positive and significant effect on the performance of village assistants
- H2 : Supervision has a positive and significant effect on the performance of village assistants
- H3 : Work discipline has a positive and significant effect on the performance of village assistants
- H4 : Job satisfaction has a positive and significant effect on the performance of village assistants mediated by work discipline
- H5 : Supervision has a positive and significant effect on the performance of village assistants mediated by work discipline

2. METHOD

This research uses quantitative methods. The research sample was 48 village assistants in Kupang Regency, with a saturated sampling method. Data collection was carried out through interviews and distributing questionnaires directly from February to April 2023. The data collected was then checked for outliers, and then analyzed using SmartPLS 3.2.8 to see the results of partial least squares. The method used in this paper is a survey method.

3. RESULT AND DISCUSSION

The results of the descriptive analysis in table 2 show that the performance and job satisfaction variables are at a good level. Meanwhile, the supervision and work discipline variables are at a fairly good level. Furthermore, table 3 shows that the *outer loading* value of all indicators in the performance, discipline, job satisfaction and supervision variables has obtained a value of ≥ 0.7 . With these results, all indicators are declared valid and suitable for use in this research.

Table 2. Variable levels of performance, satisfaction, supervision, and work discipline

Variable	Score	Conclusion
Performance	69.76	Good
Job satisfaction	68.26	Good
Supervision	67.76	Pretty good
Work discipline	67.85	Pretty good

Source: SmartPLS 328.

Table 3 Convergent Validity

Variable	Indicator	Outer Loading
Performance	1. Quality of work	0.745
	2. Working quantity	0.823
	3. Working time	0.847
	4. Cooperation	0.775
Work discipline	1. Comply with working hours	0.807
	2. Adhere to work procedures	0.765
	3. Obey orders from superiors	0.826
	4. Accurate in work	0.859
Job satisfaction	1. Attitude towards work	0.730
	2. Work relations	0.848
	3. Financial	0.838
Supervision	1. Size and standard of work	0.750
	2. Job appraisal	0.862
	3. Comparison of work results	0.801
	4. Correction of deviations	0.727

Source: SmartPLS 328.

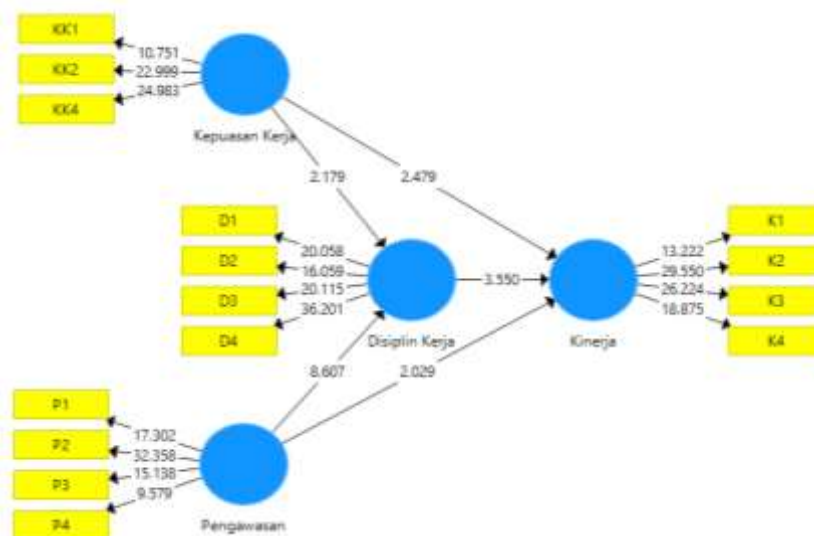
Table 4 Average Variance Extracted, Composite reliability, & Cronbach alpha values

Variable	AVE	CR	C.A
Performance	0.637	0.875	0.811
Work discipline	0.664	0.888	0.831
Job satisfaction	0.651	0.848	0.732
Supervision	0.619	0.866	0.795

Source: SmartPLS 328.

Based on table 4, It is known that the Average Variance Extracted (AVE) value of each variable is above 0.5. Thus, each construct has no problems and is suitable for use. To test the construct under study, a composite reliability test was also carried out. This test is to measure internal consistency and the value must be above 0.60. Furthermore, the composite reliability value indicates that all constructs are above 0.6. Thus, it can be concluded that all constructs have good reliability in accordance with the required minimum value limits. Reliability test is strengthened by Cronbach Alpha. The expected value is ≥ 0.6 for all constructs, and based on table 4, it is known that all variables have a higher Cronbach alpha value. Thus, it can be concluded that all constructs have a good Cronbach's alpha value because they meet the requirements.

Figure 1 Inner Model Test Results



Source: Results of data processing, attachment 4

Table 5 Path Coefficient

Variable	Original Sample	T Table	T Statistics	Sig.	Conclusion
Job satisfaction on work discipline	0.181	1.68023	2,179	0.030	H1 Accepted
Supervision of work discipline	0.753	1.68023	8,607	0,000	H2 Accepted
Work discipline on performance	0.534	1.68023	3,550	0,000	H3 Accepted
Job satisfaction on performance	0.149	1.68023	2,479	0.013	H4 Accepted
Supervision of performance	0.295	1.68023	2,029	0.043	H5 Accepted

Source: Results of data processing, attachment 5

Based on table 5 , it is known that the statistical test results show that the t test value is 2.179 and the significant value is 0.0 30 or smaller than the alpha level used of 5% (0.05). This means that the satisfaction variable has a significant influence on work discipline (H1 is accepted). Furthermore, between supervisors and work discipline , it shows that the t test value = 8.607 and the significant value is 0.000 or smaller than the alpha level used of 5% (0.05). With these results, the decision is that the supervision variable has a significant effect on the work discipline variable (H2 is accepted). Next, the relationship between work discipline and performance shows that the t test value = 3.550 and the significant value is 0.00 0 or smaller than the alpha level stated 5% (0.05) was used. With these results, the decision is that the work discipline variable has a significant effect on the performance variable (H3 is accepted). Then, between the job satisfaction variable and performance shows that the t test value = 2.479 and the significant value is 0.00 0 or smaller than the alpha level used of 5% (0.05). With these results, the decision is that the job satisfaction variable has a significant effect on the performance variable (H4 is accepted). Furthermore, the monitoring variable on performance shows that the t test value = 2.029 and the significant value is 0.0 43 or smaller than the alpha level used of 5% (0.05). With these results, the decision is that the monitoring variable has a significant effect on the performance variable (H5 is accepted) .

Table 6 R Square

Variable	R Square
Performance	0.851
Work Discipline	0.797

Source: Smart PLS 328

The calculation results based on table 6 show that the R² value of the performance variable is 0.851, this indicates that the ability of the variables of work discipline, job satisfaction and supervision in explaining the performance variable is 85.1 % and the remaining 14.9 % is explained by other variables outside this study. Furthermore, the R² value of the work discipline variable is 0.797. These results indicate that the ability of job satisfaction and supervision variables to explain work discipline variables is 79.7 % and the remaining 20.1 % is explained by other variables outside of this study .

Discussion

The Influence of Job Satisfaction on the Work Discipline of Village Assistants in Kupang Regency

The results of statistical tests show that if the job satisfaction of Kupang Regency village assistants gets better, it can improve the work discipline of village assistants. The findings of this study are also in accordance with the research conducted by Iskandar, (2018) stated that there is an influence of satisfaction and supervision on employee work discipline at the Pekanbaru International Midwifery Academy. Afandi, (2018), believes that one aspect that is related to or will have an effect on the level of employee job satisfaction is discipline at work. If employees have a positive level of job satisfaction with the organization, then the employee's work discipline will also be positive, which can be seen from their diligence when working, complying with regulations or norms in the organization, including absenteeism. Employees who feel satisfaction at work will show loyalty to the organization, by showing discipline during working hours, discipline in dressing, obeying superiors and adhering to organizational policies.

Job satisfaction can increase employee discipline to comply with applicable organizational rules and is a form of employee support for achieving organizational goals. Employees who have job satisfaction will show a general attitude towards their work. A high level of job satisfaction is indicated by a positive attitude while dissatisfaction is indicated by a negative attitude towards the job. From this opinion, the job satisfaction obtained raises a positive attitude, can be used as a tool to control organizational functions which are expected to produce a good level of discipline.

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The Effect of Supervision on the Work Discipline of Village Facilitators in Kupang District

The statistical test results show that if the supervision of the village assistant in Kupang Regency is getting better, it can improve the work discipline of the village assistant. This finding is also consistent with research conducted by Ruwaeda et al., (2021) which states that supervision has an effect on work discipline. With supervision, employee work discipline can be improved because it has a positive correlation.

In carrying out an activity or work, an organization, whatever its form and operating in whatever field, definitely has a certain goal. To achieve this goal, a lot of effort has been made in the form of energy, time and funds. So, that goals can be achieved effectively and efficiently, supervision is needed. Supervision is intended to ensure that the goals and objectives of business activities of government units can be achieved and are efficient and effective and are carried out in accordance with the main tasks, functions, plans or programs, division and delegation of tasks, work formulation, implementation guidelines and applicable legislation. Siagian, (2016) states that the influence of supervision on discipline carried out by leaders can enforce regulations that have been issued and enforced in an organization. Therefore, leaders need to deploy an appropriate monitoring system in order to create a conducive ecosystem in the company.

Based on the description in above it can be concluded that to uphold work discipline, the supervision of employees is expected to be able to act and behave in accordance with what is desired by the organization, and in the end will determine the achievement of predetermined goals. For this reason, supervision needs to be directed at efforts to create an orderly and disciplined atmosphere, which grows and develops on the awareness of every employee. In turn, this will create dynamic conditions of obedience and compliance with the orders and policies of the leadership as well as the applicable laws and regulations, without pressure and creativity from initiatives that continue to grow and develop which allows the level of employee discipline to be high.

The Influence of Work Discipline on the Performance of Village Assistants in Kupang Regency

The results of statistical tests show that if the work discipline of Kupang Regency village assistants gets better, the performance of village assistants can improve. Findings The research obtained is also in accordance with the research conducted Sondole, (2015), which states that work discipline has a positive and significant effect on the performance of PT employees. Pertamina (Persero) Marketing Unit VII Bitung BBM Terminal. Afandi, (2018) believes that discipline is needed by an organization to maintain its existence. With high discipline, employees will obey all existing regulations and carry out work according to a predetermined plan. Discipline is obedience, adherence to following the rules that are the responsibility of a member of the organization. Discipline must be enforced, both in an organization and in a company because without the support of good employee discipline, it is difficult to realize company goals (Syafrina, 2017). Sukarno in Sutrisno, (2016), states that work discipline has a dominant and crucial or important role in the overall effort to increase the work productivity of employees. For this reason, good work discipline needs to be instilled in each employee because this is related to the manifestation of their responsibility for the obligations or work they carry out. Thus, work discipline is needed to maximize good employee performance.

The Influence of Job Satisfaction on the Performance of Village Assistants in Kupang Regency

The statistical test results show that if the work satisfaction of the village assistant in Kupang Regency is getting better, it can improve the performance of the village assistant. Findings of the research is also in accordance with the research conducted Paramban, (2018), which states that job satisfaction affects employee performance at the Employee Training Center of the Ministry of Education and Culture. Job satisfaction has benefits for the interests of employees and also for the organization where they work. Job dissatisfaction will give rise to an aggressive attitude or rejection of employees by working normally. Sutrisno, (2016) states that employees who do not obtain job satisfaction will never achieve psychological satisfaction and ultimately negative attitudes or behavior will arise which in turn can lead to frustration. On the other hand, employees who are satisfied will work well, enthusiastically, actively and can perform better than other employees who do not get job satisfaction. From the description in above, it can be said that employee job satisfaction is an important issue that needs to be considered in relation to employee work productivity and job dissatisfaction is often associated with complaints about the work done. For this reason, management's ability is needed to find out the causes of job dissatisfaction and look for efforts to increase employee job satisfaction which will later have an impact on employee performance.

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The Influence of Supervision on the Performance of Village Facilitators in Kupang Regency

The statistical test results show that if the supervision of village assistants in Kupang Regency is getting better, it can improve the performance of village assistants. Findings This research is also in accordance with research conducted by Nurkocim (2016), which states that there is a positive and significant influence from supervision on the performance of village assistants in East Halmahera Regency. Supervision in general means controlling whether plans have been implemented according to the objectives or whether there are deviations from the desired objectives. If deviations occur, the management involved in supervision must provide instructions for carrying out work improvements, so that planning standards do not deviate too much from the results obtained during implementation. With supervision, efforts can be made so that what is planned becomes a reality. Therefore, for a monitoring system to be truly effective, meaning that it can realize its objectives, a monitoring system must at least be able to immediately identify errors that occur in the organization. By identifying problems or deviations, the organization can immediately look for solutions so that all operational activities can actually be or are close to what was previously planned. Supervision is said to be very important because basically humans as objects of supervision have the nature of making mistakes and making mistakes. Therefore, people in organizations need to be supervised, not looking for mistakes and then punishing them, but educating and guiding them.

4. CONCLUSION

Research findings show that partially variable job satisfaction, supervision, and work discipline significant effect on performance variables. Apart from that, the variables of job satisfaction and supervision also partially influence work discipline. Based on the research findings, it is recommended that the government improve work discipline and job satisfaction of village assistants, and improve the monitoring system, so that target achievement can be realized well.

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